

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်အတွင်း

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုဥပဒေအရ

အေစီကိုနှင့်ကို ဝန်ဆောင်မှုလုပ်ငန်းကုမ္ပဏီလီမိတက်

ACK AND CO SERVICES COMPANY LIMITED

မှ

Strategy First University-ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း

အဆိုပြုလွှာတင်ပြချက်

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်အတွင်းရင်းနှီးမြှုပ်နှံမှုပြုလုပ်ရန်
ရင်းနှီးမြှုပ်နှံသူ၏အဆိုပြုချက်

သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

စာအမှတ် ။

ရက်စွဲ၊ ၂၀၁၉ ခုနှစ်၊ ဇန်နဝါရီလ၊ ရက်

ကျွန်တော်/ကျွန်မသည် မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုဥပဒေပုဒ်မ ၃၆ နှင့်အညီ ပြည်ထောင်စုသမ္မတ
မြန်မာနိုင်ငံတော်အတွင်း ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လိုပါသဖြင့် ခွင့်ပြုပါရန် အောက်ပါအချက်အလက်များကိုဖော်ပြ၍
လျှောက်ထားအပ်ပါသည်-

၁။ ရင်းနှီးမြှုပ်နှံသူ၏

- (က) အမည် ဦးအောင်ချစ်ခင်
- (ခ) အဖအမည် ဦးချစ်ခင်
- (ဂ) နိုင်ငံသားစိစစ်ရေးကတ်အမှတ်/ ၁၂/မရက(နိုင်) ၁၁၁၈၁၃
နိုင်ငံကူးလက်မှတ်အမှတ်
- (ဃ) နိုင်ငံသား မြန်မာ
- (င) နေရပ်လိပ်စာ
- (၁) ပြည်တွင်း အမှတ်(၃၆၀)၊မောရဝတီလမ်း၊(၅)ရပ်ကွက်၊မရမ်းကုန်းမြို့နယ်၊ရန်ကုန်။

(၂) ပြည်ပ

- (စ) တယ်လီဖုန်း/ ဖက်စ်/ +95(9)250717166-68
- (ဆ) အီးမေးလ်လိပ်စာ E-Mail-info@mystrategyfirst.com
- (ဇ) ပင်မကုမ္ပဏီအမည် အေစီကေနှင့်ကိုဝန်ဆောင်မှုကုမ္ပဏီလီမိတက်
- (ဈ) ပင်မကုမ္ပဏီတည်ရှိရာလိပ်စာ အမှတ်(၁၀၀၂)၊၁၀လွှာ၊ပန်းခြံတာဝါ၊ဓမ္မစေတီလမ်းစမ်းချောင်းမြို့နယ်၊
ရန်ကုန်တိုင်းဒေသကြီး။
- (ည) လုပ်ငန်းအမျိုးအစား ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း

၂။ ဖက်စပ်ပြုလုပ်၍ ရင်းနှီးမြှုပ်နှံလိုပါက ရင်းနှီးမြှုပ်နှံသူနှင့် ဖက်စပ်ပြုလုပ်မည့်သူများ၏-

- (က) အမည်
- (ခ) အဖအမည်
- (ဂ) နိုင်ငံသားစိစစ်ရေးကတ်အမှတ်/
နိုင်ငံကူးလက်မှတ်အမှတ်
- (ဃ) နိုင်ငံသား
- (င) နေရပ်လိပ်စာ

- (၁) ပြည်တွင်း
- (၂) ပြည်ပ
- (စ) ပင်မကုမ္ပဏီအမည်
- (ဆ) ပင်မကုမ္ပဏီတည်ရှိရာလိပ်စာ
- မှတ်ချက်။ အထက်အပိုဒ် ၁၊ ၂ တို့နှင့် စပ်လျဉ်း၍ အောက်ပါအချက်များကို ပူးတွဲတင်ပြရန်-
- (၁) ကုမ္ပဏီမှတ်ပုံတင်အထောက်အထားများ (မိတ္တူ)
- (၂) နိုင်ငံသားစိစစ်ရေးကတ်အမှတ် (မိတ္တူ) နှင့် နိုင်ငံကူးလက်မှတ် (မိတ္တူ)
- (၃) အဆိုပြုလုပ်ငန်းတွင် ပါဝင်လိုသူများ၏ လုပ်ငန်းပိုင်းနှင့် ငွေရေးကြေးရေးဆိုင်ရာ အထောက်အထားများ
- ၃။ ရင်းနှီးမြှုပ်နှံသူကိုယ်တိုင် လျှောက်ထားခြင်းမဟုတ်ပါက လျှောက်ထားသူ၏-
- (က) အမည်
- (ခ) ဆက်သွယ်ရမည့် ပုဂ္ဂိုလ်အမည်
- (လျှောက်ထားသူသည် စီးပွားရေးအဖွဲ့အစည်းဖြစ်ပါက)
- မှတ်ချက်။ တရားဝင်ကိုယ်စားလှယ်လွှဲစာပူးတွဲတင်ပြရန်
- (ဂ) နိုင်ငံသားစိစစ်ရေးကတ်အမှတ်/နိုင်ငံကူးလက်မှတ်အမှတ်
- (ဃ) နိုင်ငံသား
- (င) မြန်မာနိုင်ငံတွင်နေထိုင်သည့်
- နေရပ်လိပ်စာ
- (စ) တယ်လီဖုန်း/ ဖက်စ်/
- (ဆ) အီးမေးလ်လိပ်စာ
- ၄။ ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လိုသည့် လုပ်ငန်းအမျိုးအစား.....
- ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း.....
- ၅။ ဖွဲ့စည်းမည့် စီးပွားရေးအဖွဲ့အစည်းပုံသဏ္ဌာန်
- ☒ ရာခိုင်နှုန်းပြည့် ☐ ဖက်စပ်ပြုလုပ်ခြင်း (ဖက်စပ်စာချုပ်မူကြမ်းတင်ပြရန်)
- ☐ အခြားသဘောတူညီချက်ပုံစံတစ်မျိုးမျိုးဖြင့် ဆောင်ရွက်ခြင်း (စာချုပ်မူကြမ်းတင်ပြရန်)
- ၆။ အစုရှယ်ယာရှင်များစာရင်း (နောက်ဆက်တွဲဇယား-၁)

စဉ်	အစုရှယ်ယာရှင်အမည်	နိုင်ငံသား	အစုရှယ်ယာပိုင်ဆိုင်မှု%
၁	ဦးအောင်ချစ်ခင်	မြန်မာ	၉၉.၈
၂	ဦးချစ်ခင်(ခ) လင်ချစ်ကျံ	မြန်မာ	၀.၂

- ၇။ ကုမ္ပဏီဖွဲ့စည်းခြင်းနှင့်သက်ဆိုင်သော အချက်အလက်များ
- (က) ခွင့်ပြုမတည်ငွေရင်း ကျပ် ၁၀၀,၀၀၀,၀၀၀
- (ခ) အစုရှယ်ယာအမျိုးအစား သာမန်ရှယ်ယာ
- (ဂ) အစုရှယ်ယာဝင်များကထည့်ဝင်မည့်အစုရှယ်ယာပမာဏ
သာမန်ရှယ်ယာ ၁၀,၀၀၀ ရှယ်ယာ

မှတ်ချက်။ သင်းဖွဲ့မှတ်တမ်း/သင်းဖွဲ့စည်းမျဉ်း သို့မဟုတ် ဖွဲ့စည်းပုံအခြေခံစည်းမျဉ်း ပူးတွဲတင်ပြရန်

- ၈။ မတည်ငွေရင်းနှင့်သက်ဆိုင်သည့် အချက်အလက်များ-

- (က) ပြည်တွင်းမှထည့်ဝင်မည့် မတည်ငွေရင်း ကျပ်(သန်းပေါင်း)
ပမာဏ/ရာခိုင်နှုန်း ၁,၈၅၄.၇၄
- (ခ) နိုင်ငံခြားမှ တင်သွင်းလာမည့် မတည်ငွေရင်း
ပမာဏ/ရာခိုင်နှုန်း
စုစုပေါင်း ၁,၈၅၄.၇၄
- (ဂ) အဆိုပြုမတည်ငွေရင်းနှစ်အလိုက်ထည့်ဝင်မည့် အခြေအနေ/ယူဆောင်လာမည့်ကာလ
.....
- (ဃ) ရင်းနှီးမြှုပ်နှံမှုတန်ဖိုး/ပမာဏ ကျပ် ၁,၈၅၄.၇၄ သန်း
- (င) ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လိုသည့် သက်တမ်း နှစ် (၅၀)
- (စ) ရင်းနှီးမြှုပ်နှံမှုလုပ်ငန်း တည်ဆောက်မှုကာလ သို့မဟုတ် ပြင်ဆင်မှုကာလ (၂) နှစ်
မှတ်ချက်။ အပိုဒ် ၈(င) နှင့် စပ်လျဉ်း၍ ထူးခြားသည့် အခြေအနေရှိပါက နောက်ဆက်တွဲဖြင့် ဖော်ပြပါရန်

- ၉။ နိုင်ငံခြားမှ ယူဆောင်တင်သွင်းလာမည့် မတည်ငွေရင်း၏ အသေးစိတ်စာရင်း-

- (က) နိုင်ငံခြားငွေ ညီမျှသည့်ခန့်မှန်းငွေကျပ်(သန်းပေါင်း)
အမျိုးအစားနှင့် တန်ဖိုးပမာဏ)
(ခ) စက်ပစ္စည်းများ၊ စက်ကိရိယာများ
စသည့်ပစ္စည်းတို့၏ တန်ဖိုးပမာဏ
(အသေးစိတ်စာရင်းပူးတွဲတင်ပြရန်)
(ဂ) ကနဦးကုန်ကြမ်းပစ္စည်းများနှင့်
အခြားအလားတူပစ္စည်းများ၏
တန်ဖိုးပမာဏ
(အသေးစိတ်စာရင်းပူးတွဲတင်ပြရန်)
(ဃ) လိုင်စင်၊ တီထွင်မှုပိုင်ဆိုင်ခွင့်၊
.....

စက်မှုဒီဇိုင်း၊ ကုန်အမှတ်တံဆိပ်၊
 မူပိုင်ခွင့်စသည့် အသိဉာဏ်
 ဆိုင်ရာပစ္စည်းများကို တန်ဖိုး
 ဖြတ်နိုင်သောအခွင့်အရေးများ၏
 တန်ဖိုးပမာဏ

(င) ကျွမ်းကျင်မှုနည်းပညာရပ်များ၏
 တန်ဖိုးပမာဏ

(စ) အခြား (ဥပမာ-ဆောက်လုပ်ရေး
 လုပ်ငန်းသုံးပစ္စည်းများ)

စုစုပေါင်း

မှတ်ချက်။ အပိုဒ် ၉ (ဃ) (င) တို့နှင့် စပ်လျဉ်း၍ အသုံးပြုခွင့် အထောက်အထားများ ပူးတွဲ
 တင်ပြရန်။

၁၀။ ပြည်တွင်းမှထည့်ဝင်မည့် မတည်ငွေရင်း၏ အသေးစိတ်စာရင်း-

ကျပ် (သန်းပေါင်း)

(က) ငွေပမာဏ

၅၀၀

(ခ) စက်ပစ္စည်းကိရိယာများတန်ဖိုးပမာဏ
 (အသေးစိတ်စာရင်းပူးတွဲတင်ပြရန်)

၂၈၄. ၈၁

(ဂ) မြေ/အဆောက်အအုံ တန်ဖိုး သို့မဟုတ် ငှားရမ်းခ

-

(ဃ) အဆောက်အအုံဆောက်လုပ်မှုကုန်ကျစရိတ်

-

(င) ပရိဘောဂနှင့် လုပ်ငန်းသုံးပစ္စည်းများ
 တန်ဖိုးပမာဏ

၁,၀၆၉. ၉၃

(အသေးစိတ်စာရင်းပူးတွဲတင်ပြရန်)

(စ) ကနဦးကုန်ကြမ်းပစ္စည်းတန်ဖိုးပမာဏ
 (အသေးစိတ်စာရင်းပူးတွဲတင်ပြရန်)

(ဆ) အခြား

စုစုပေါင်း

၁,၈၅၄. ၇၄

၁၁။ ချေးငွေနှင့်သက်ဆိုင်သည့် အချက်အလက်များ-

☐ ပြည်တွင်းချေးငွေ

ကျပ်

အမေရိကန်ဒေါ်လာ

☐ ပြည်ပချေးငွေ

အမေရိကန်ဒေါ်လာ

၁၂။ ဆောင်ရွက်မည့် စီးပွားရေးအဖွဲ့အစည်းနှင့် သက်ဆိုင်သော အချက်အလက်များ-

(က) ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်မည့်ဒေသ (များ)/ တည်နေရာ

နောက်ဆက်တွဲ (၁)

- (ခ) မြေ သို့မဟုတ် မြေနှင့်အဆောက်အအုံနေရာအမျိုးအစားနှင့် အကျယ်အဝန်းလိုအပ်ချက်
- (၁) တည်နေရာ
- (၂) မြေ/အဆောက်အအုံအကျယ်အဝန်း၊ အရေအတွက်(၆).....
- (၃) လက်ရှိပိုင်ဆိုင်သူ
- (ကက) ကုမ္ပဏီအမည်..... အစီအစဉ်နှင့်ကိုက်ညီမှုမရှိပါက
- (ခခ) ကုမ္ပဏီမှတ်ပုံတင်အမှတ် ၁၁၁၆၁၀၆၂၂.....
- (ဂဂ) နေရပ်လိပ်စာ
- (၄) မြေအမျိုးအစား အခြားနည်းသုံးပြုခွင့်
- (၅) မြေငှားရန် ခွင့်ပြုကာလ
- (၆) ငှားရမ်းမည့်ကာလ မှ ထိ () နှစ်
- (၇) ငှားရမ်းခနှုန်းထား -
- (ကက) မြေ -
- (ခခ) အဆောက်အအုံ -
- (၈) ရပ်ကွက်
- (၉) မြို့နယ်
- (၁၀) ပြည်နယ်/တိုင်းဒေသကြီး
- (၁၁) ငှားရမ်းမည့်ပုဂ္ဂိုလ်
- (ကက) အမည်/ကုမ္ပဏီအမည်/ငှာန -
- (ခခ) အဖအမည် -
- (ဂဂ) နိုင်ငံသား -
- (ဃဃ) နိုင်ငံကူးလက်မှတ်အမှတ်/ -
- နိုင်ငံသားစိစစ်ရေးကတ်အမှတ်
- (ငင) နေရပ်လိပ်စာ -
- (ဂ) ဆောက်လုပ်မည့်အဆောက်အအုံလိုအပ်ချက်
- (၁) အဆောက်အအုံအမျိုးအစား/အရေအတွက် -
- (၂) အကျယ်အဝန်း -
- (ဃ) နှစ်စဉ်ထုတ်လုပ်မည့် ကုန်ပစ္စည်း/ဝန်ဆောင်မှု 1,120 (Persons).....
- (င) နှစ်စဉ် လျှပ်စစ်ဓါတ်အားလိုအပ်ချက် 100 KVA
- (စ) နှစ်စဉ် ရေလိုအပ်ချက် ၂.၄ သန်း (လီတာ)
- မှတ်ချက်။ အပိုဒ် ၁၂ (ခ) နှင့် စပ်လျဉ်း၍ အောက်ပါအချက်များ ပူးတွဲတင်ပြရန်-
- (၁) မြေပိုင်ဆိုင်မှု/မြေဂရန်အထောက်အထား (စက်မှုဇုန်မှ အပ) နှင့် မြေပုံ
- (၂) မြေငှားစာချုပ် (မူကြမ်း)

၁၃။ ငွေကြေးပိုင်ဆိုင်မှုနှင့် ပတ်သက်၍ အသေးစိတ်ဖော်ပြချက်-

(က) အမည်/ကုမ္ပဏီအမည် ACK AND CO SERVICES COMPANY LIMITED

(ခ) အမှတ် ကုမ္ပဏီမှတ်ပုံအမှတ်-၁၁၁၆၁၀၆၂၂

(ဂ) ဘဏ်စာရင်းအမှတ် နောက်ဆက်တွဲ (၂)

(မိခင်နိုင်ငံရှိ ဘဏ်ထောက်ခံချက် သို့မဟုတ် မိခင်ကုမ္ပဏီ၏ စာရင်းစစ်ပြီးသည့် နှစ်ချုပ် စာရင်းပူးတွဲတင်ပြရန်)

၁၄။ ဆောင်ရွက်မည့် စီးပွားရေးအဖွဲ့အစည်းတွင် လိုအပ်မည့် ဝန်ထမ်းများစာရင်း

စဉ်	အဆင့်အတန်း	မြန်မာနိုင်ငံသား	နိုင်ငံခြားသား	စုစုပေါင်း
(က)	အကြီးတန်းစီမံခန့်ခွဲမှု (မန်နေဂျာများ၊ အဆင့်မြင့်အရာရှိများ)	၈	-	၈
(ခ)	အခြားအဆင့်စီမံခန့်ခွဲမှု (အကြီးတန်းစီမံခန့်ခွဲမှုမှအပ)	၁၀	-	၁၀
(ဂ)	သက်မွေးဝမ်းကျောင်းပညာရှင်များ	၂၀	-	၂၀
(ဃ)	နည်းပညာနှင့်ဆက်စပ်သည့်သက်မွေးပညာရှင်	၂၅	-	၂၅
(င)	အကြံပေး	-	-	-
(စ)	ကျွမ်းကျင်လုပ်သား	၅၀	-	၅၀
(ဆ)	အခြေခံလုပ်သား	၅၀	-	၅၀
စုစုပေါင်း		၁၆၃	-	၁၆၃

မှတ်ချက်။ အောက်ဖော်ပြပါ ဖော်ပြချက်များ ပူးတွဲဖော်ပြရန်

(၁) လုပ်သားများ၏ လူမှုဖူလုံရေး၊ သက်သာချောင်ချိမှုဆောင်ရွက်မည့် အစီအမံများ

(၂) ပတ်ဝန်းကျင်ထိခိုက်မှု ဆန်းစစ်ခြင်းပြုလုပ်မည့် အစီအမံများ

၁၅။ အဆိုပြုချက်နှင့်အတူ အောက်ဖော်ပြပါ လျှောက်ထားလွှာများကို တင်ပြလျှောက်ထားခြင်း ရှိ/မရှိ ဖော်ပြရန်-

☐ မြေအသုံးပြုခွင့်လျှောက်ထားလွှာ

☐ အခွန်ကင်းလွတ်ခွင့် သို့မဟုတ် သက်သာခွင့်လျှောက်ထားလွှာ

၁၆။ အဆိုပြုရင်းနှီးမြှုပ်နှံမှုလုပ်ငန်း အကျဉ်းချုပ်အား နောက်ဆက်တွဲဖြင့် ဖော်ပြရန်။

လျှောက်ထားသူလက်မှတ်

အမည် ဦးအောင်ချစ်ခင်

ရာထူး မန်နေဂျင်းဒါရိုက်တာ

ဌာန/ကုမ္ပဏီတံဆိပ်..... အေစီကေနှင့်ကိုင်ဆောင်မှုကုမ္ပဏီလီမိတက်

ရက်စွဲ-

အဆိုပြုရင်းနှီးမြှုပ်နှံမှုလုပ်ငန်းအကျဉ်းချုပ် (နည်းဥပဒေ ၃၈)

၁။ ရင်းနှီးမြှုပ်နှံမှုတွင် တိုက်ရိုက်ဖြစ်စေ၊ သွယ်ဝိုက်၍ဖြစ်စေ အကျိုးစီးပွား သိသာထင်ရှားစွာ ပါဝင်သော အခြားပုဂ္ဂိုလ်များဖော်ပြရန်-

(က) ရင်းနှီးမြှုပ်နှံသူမှ ရရှိမည့် အမြတ်ငွေ၏ ၁၀% နှင့် အထက်ကို ပိုင်ဆိုင်ခွင့်ရှိသည့် သို့မဟုတ် ထိန်းချုပ်ခွင့်ရှိသည့် လုပ်ငန်း၏

(၁) အမည် ဦးအောင်ချစ်ခင်
အမွတ်(၃၆၀)မြဝတီလမ်း(၅)ရပ်ကွက်၊မရမ်းကုန်းမြို့နယ်၊ရန်ကုန်။

(၂) ဆက်သွယ်ရမည့်လိပ်စာ

(၃) မှတ်ပုံတင်အမှတ် ၁၂/မရက(နိုင်) ၁၁၁၈၁၃
(တစ်ဦး ထက်ပိုပါက နောက်ဆက်တွဲဖြင့် ဖော်ပြရန်)

(ခ) ခွင့်ပြုမည့် ရင်းနှီးမြှုပ်နှံမှုလုပ်ငန်းဆောင်ရွက်ရာတွင် တိုက်ရိုက်ပါဝင်သည့် လက်အောက်ခံ ကုမ္ပဏီများရှိလျှင် အဆိုပါကုမ္ပဏီများ၏အမည်ကို ဖော်ပြရန်-

(၁) -----

(၂) -----

(၃) -----

၂။ ရင်းနှီးမြှုပ်နှံမှု၏ အဓိကတည်နေရာ သို့မဟုတ် တည်နေရာများ -----

၃။ ရင်းနှီးမြှုပ်နှံမှုလုပ်ငန်းပြုလုပ်မည့်ကဏ္ဍနှင့် ဆောင်ရွက်မည့်စီးပွားရေးလုပ်ငန်းများ
ဖော်ပြချက် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း

၄။ အဆိုပြုထားသော ရင်းနှီးမြှုပ်နှံမှုပမာဏ
(မြန်မာကျပ် နှင့် အမေရိကန်ဒေါ်လာ တို့ဖြင့် ဖော်ပြရန်) ကျပ် ၁,၈၅၄. ၇၄သန်း

၅။ ရင်းနှီးမြှုပ်နှံမှု အကောင်အထည်ဖော်မည့် ခန့်မှန်းအချိန်ဇယား အပါအဝင်အစီအစဉ်ဖော်ပြချက်-

(က) တည်ဆောက်ရေးကာလသို့မဟုတ် ပြင်ဆင်မှုကာလ (နှစ်၊ လတို့ဖြင့်ဖော်ပြရန်) ၂ နှစ်

(ခ) စီးပွားဖြစ်စတင်မည့်ကာလ (နှစ်၊ လတို့ဖြင့်ဖော်ပြရန်) -

၆။ ခန့်ထားမည့် အလုပ်သမားဦးရေ-
(က) ပြည်တွင်း ၁၆၃ ယောက်

- (ခ) ပြည်ပ (ပညာရှင်/ကျွမ်းကျင်သူ) -----
- ၇။ ပြည်ပမှ ပြည်တွင်းသို့ ယူဆောင်လာမည့် မတည် ရင်းနှီးမြှုပ်နှံမှုများတွင် ငွေသားဖြင့် ယူဆောင်မှု ပမာဏ (Capital in-Cash)၊ ရင်းနှီးပစ္စည်း အဖြစ် ယူဆောင်လာမည့် ရင်းနှီးငွေပမာဏ (Capital in-Kinds) တို့အား တိကျစွာ ခွဲခြားသတ်မှတ် ဖော်ပြပေးရန် (မြန်မာကျပ် နှင့် အမေရိကန်ဒေါ်လာတို့ဖြင့် ဖော်ပြရန်)-

- (က) ငွေသားဖြင့် ယူဆောင်မှုပမာဏ -----
- (ခ) ပစ္စည်းအဖြစ်ယူဆောင်လာမည့် -----
- ရင်းနှီးငွေပမာဏ -----

မှတ်ချက်။ ရင်းနှီးမြှုပ်နှံသူသည် ရင်းနှီးမြှုပ်နှံမှုနှင့် သက်ဆိုင်သော လျှို့ဝှက်ထိန်းသိမ်းရမည့် သတင်းအချက်အလက်များအား ထုတ်ပြန်ခြင်းမှ ရှောင်ကြဉ်ရန် ကော်မရှင်ထံ တင်ပြတောင်းဆိုနိုင်သည်။

ကတိဝန်ခံချက်

အထက်ဖော်ပြပါ လျှောက်ထားသူမှပေးအပ်သည့် အချက်အလက်များအားလုံးသည် မှန်ကန်မှု ရှိပါကြောင်း အာမခံပါသည်။

ဤအဆိုပြုချက်တွင် ခွင့်ပြုမိန့်ထုတ်ပေးရန်အတွက် ကော်မရှင်မှ စိစစ်ရာ၌ လိုအပ်သည့် အချက် အလက်များကို လျှောက်ထားသူက ပေးအပ်ရန်ပျက်ကွက်ပါက အဆိုပြုချက်ကို ငြင်းပယ်ခြင်း သို့မဟုတ် စိစစ်ရာ၌ မလိုလားအပ်သည့် နှောင့်နှေးကြန့်ကြာခြင်းတို့ ဖြစ်ပေါ်နိုင်ကြောင်း ကောင်းစွာသဘောပေါက် နားလည်ပါသည်။

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်မှ ချမှတ်မည့် စည်းမျဉ်းစည်းကမ်းများကိုလည်း လိုက်နာမည် ဖြစ်ကြောင်း ဝန်ခံကတိပြုအပ်ပါသည်။

လျှောက်ထားသူလက်မှတ်.....
 အမည် ဦးအောင်ချစ်ခင်
 ရာထူး မန်နေဂျင်းဒါရိုက်တာ
 ဌာန/ကုမ္ပဏီတံဆိပ် အေစီကေနှင့်ကိုဝန်ဆောင်မှုကုမ္ပဏီလီမိတက်

**Proposal Form for the Investment to be made
in the Republic of the Union of Myanmar**

To

Chairman
Myanmar Investment Commission

Reference No.092/Project/MTDC/2018
Date.

I do apply for the permission to make investment in the Republic of the Union of Myanmar in accordance with the Section 36 of the Myanmar Investment Law by furnishing the following particulars:-

1. The Investor's:-

- (a) Name U Aung Chit Khin
(b) Father's name U Chit Khin @ Lin Chit Kyone
(c) ID No./National Registration Card No./Passport No. 12/MaYa Ka (N)111813
(d) Citizenship Myanmar
(e) Address:
(i) Address in Myanmar No(360),Mawyawaddy Street, No.5 Ward, Mayangone
Township, Yangon.
(ii) Residence abroad
(f) Phone/Fax +95(9)250717166-67
(g) E-mail address E-Mail-info@mystrategyfirst.com
(h) Name of principle organization ACK AND CO SERVICES CO.,LTD
(i) Type of Business Education Services(Strategy First University)
(j) Principle company's address: No.(1002), (10), Pan Chan Tower,
Dhamma Zedi Street, Sanchaung Township, Yangon

2. If the investment business is formed under Joint Venture, partners':-

- (a) Name
(b) Father's name
(c) ID No./ National Registration Card No./Passport No.
(d) Citizenship
(e) Address:
(i) Address in Myanmar
(ii) Residence abroad
(f) Parent company
(g) Parent company's address

Note: The following documents need to be attached according to the above paragraph (1) and (2):-

- (1) Company registration certificate (copy);
(2) National Registration Card (copy) and passport (copy);
(3) Evidences about the business and financial conditions of the participants of the proposed investment business;

3. If the investor don't apply for permission to make investment by himself/herself, the applicant;
 (a) Name
 (b) Name of Contact Person
 (if applicant is business organization)
 Remark: To submit the official letter of legal representative as attachment
 (c) ID No./National Registration Card No./Passport No.
 (d) Citizenship
 (e) Address in Myanmar :
 (f) Phone / Fax :
 (g) E-mail :

4. Type of proposed investment business:-
 Strategy First Institute Education Services

5. Type of business organization to be formed:-
☒ One Hundred Percent ☐ Joint Venture (To attach the draft of JV agreement)
☐ Type of Contractual basis (To attach contract (agreement) draft)

6. List of Shareholders (Schedule-1)

No	Name of Shareholder	Citizenship	Share Percentage
1	U Aung Chit Khin	Myanmar	99.8%
2	U Chit Khin (a) Lin Chit Kyone	Myanmar	0.2%

5. Particulars of Company incorporation
 (a) Authorized Capital Kyats 100,000,000
 (b) Type of Share Ordinary Shares
 (c) Number of Shares 10,000Shares

Note: Memorandum of Association and Articles of Association of the Company shall be submitted with regard to above paragraph 7.

8. Particulars of Paid-up Capital of the Investment business

	Kyat (Million)
(a) Amount/percentage of local capital to be contributed	1854.74
(b) Amount/Percentage of foreign capital to be brought in	-
Total	1854.74

- (c) Annually or period of proposed capital to be brought in
.....
- (d) Value/Amount of investment
..... Kyat 1854.74 Million
- (e) Investment period 50 (Years)
- (f) Construction/Preparation period 3 (Years)

Note: Describe with annexure if it is required for the specific condition in regard to the above Paragraph 8 (e).

9. Detailed list of foreign capital to be brought in -

	Equivalent Kyat (Million)
(a) Foreign currency (Type and Value)
(b) Machinery and equipment (to enclose detailed list)
(c) The value of initial raw materials and other similar materials (to enclose detailed list)
(d) Value of license, intellectual property, industrial design, trade mark, patent, etc.
(e) Value of technical know-how
(f) Others(eg: Construction materials)
Total

Remark: The evidence of permission shall be submitted for the above paragraph 9 (d) and (e).

10. Details of local capital to be contributed -

	Kyat (Million)
(a) Amount	500
(b) Value of machinery and equipment (to enclose the detailed list)	284.81
(c) Value or rental rate of land and buildings
(d) Cost of building construction
(e) Value of furniture and assets (to enclose the detailed list)
(f) Value of initial raw material (to enclose the detailed list)	1069.93
(g) Others
Total	1,854.74

11. Particulars of Loans-

- ☐ Loan (local) Kyat(s)
 US\$
☐ Loan (abroad) US\$

12. Particulars about the Investment Business -

- (a) Investment location(s)/place
 Attach (1)
- (b) Type and area requirement for land or land and building
- (i) Location
- (ii) Area and number of land/building (6)
- (iii) Owner of the land
- (aa) Name/company/department ... ACK AND CO SERVICES CO.,LTD.
- (bb) Company Registration Card No. 111610622
- (cc) Address ~
-
- (iv) Type of land Other use
- (v) Period of land lease contract
- (vi) Lease period From To () year
- (vii) Lease rate
- (aa) Land
- (bb) Building
- (viii) Ward
- (ix) Township
- (x) State/Region
- (xi) Lessee
- (aa) Name/ Name of Company/ Department
- (bb) Father's name
- (cc) Citizenship
- (dd) ID No./Passport No.
- (ee) Residence Address

Note: The following documents have to be enclosed for above Paragraph 12 (b)

- (i) to enclose land ownership and ownership evidences (except industrial zone) and land map;
- (ii) land lease agreement (draft);
- (c) Requirement of building to be constructed;

- (i) Type / number of building
- (ii) Area
- (d) Annual products to be produced/Services 1,120 (Persons)
- (e) Annual electricity requirement 100 KVA
- (f) Annual requirement of water supply 2.4 (Million) Liters

13. Detailed information about financial standing -

- (a) Name/company's name ACK AND CO SERVICES CO.,LTD
- (b) ID No./National Registration Card No./Pasport No. 111610622
- (c) Bank Account No. Attach-2

Remark: To enclose bank statement from resident country or annual audit report of the principle company with regard to the above paragraph 13.

14. List of Employment:-

Item	Designation /Rank	Citizen	Foreign	Total
a	Senior management (Managers, senior officials)	8		8
b	Other management level (Except from senior management)	10		10
c	Professionals	20		20
d	Technicians	25		25
e	Advisors			
f	Skilled Labour	50		50
g	Workers	50		50
Total		163		163

The following information shall be enclosed:-

- (i) Social security and welfare arrangements for all employees;
- (ii) Evaluation of environmental impact arrangements
15. Describe whether other Applications are being submitted together with the Proposal or not:
- ☐ Land Rights Authorization Application
- ☐ Tax Incentive Application
16. Describe with annexure the summary of proposed investment.

Signature of the applicant-----

Name:----- U Aung Chit Khin

Title:----- Managing Director

Department/Company----- ACK AND CO SERVICES CO.,LTD

(Seal/Stamp)

Date:-----

Summary of Proposed Investment (Rule 38)

1. Please describe any other person who has a significant direct or indirect interest in the investment.
 - (a) Please describe an Enterprise or individual who are entitled to possess more than 10% of the profit distribution:
 - (1) Name U Aung Chit Khin
 - (2) Address No(360), Mawyawaddy Street, No.5 Ward, Mayangone Township, Yangon.
 - (3) Company Registration No. or 12/MaYa Ka (N)111813
N.R.C No./ Passport No.
 - (b) If there is directly participated Subsidiary in carrying out the proposed investment, please describe the name of that companies:
 - (1) _____
 - (2) _____
 - (3) _____
2. The principal location or locations of the investment: _____
3. A description of the sector in which the investment is to be made and the activities and operations to be conducted: (Education Services) Strategy
First University
4. The proposed amount of the investment (in Kyat and US\$) Kyat 1854.74 Million
5. A description of the plan for the implementation of the Investment including expected timetable:
 - (a) Construction or Preparatory Period (Describe MM/YY) 2 Years
 - (b) Commercial Operation Date (Describe MM/YY) _____
6. Number of employees to be appointed:
 - (a) Local 163 (persons)
 - (b) Foreign (Expert/ Technician) _____
7. Please specify the detailed list of foreign capital (Capital in-Cash and Capital in-Kinds) in Kyat and US\$:
 - (a) Capital in-cash to be brought in _____
 - (b) Capital in-kind to be brought in _____

Note: The investor may request the Commission to refrain from publishing commercial-in-confidential information of its investment.

Undertaking

I / We hereby declare that the above statements are true and correct to the best of my/our knowledge and belief.

I / We fully understand that proposal may be denied or unnecessarily delayed if the applicant fails to provide required information to access by Commission for issuance of permit.

I / We hereby declare to strictly comply with terms and conditions set out by the Myanmar Investment Commission.

Signature of the applicant



Name:----- U Aung Chit Khin

Title:----- Managing Director

Department/Company----- ACK AND CO SERVICES CO., LTD

(Seal/Stamp)

Date:-----

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

နောက်ဆက်တွဲ-(၁)

ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်မည့်ဒေသများ / တည်နေရာ

No	Name	Address
1	Yangon Compus 1	ပန်းခြံတာဝါ၊ အမှတ်(၈)၊ ဓမ္မစေတီလမ်းနှင့်ဗားဂရာလမ်းထောင့်၊ စမ်းချောင်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။
2	Yangon Compus 2	အမှတ် (၂၃၈)၊ ပြည်လမ်း၊ စမ်းချောင်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။
3	Yangon Compus 3	အမှတ်(၂၃၇) ၊ ဦးစိစာရလမ်းနှင့်ဓမ္မစေတီလမ်းဆုံ၊ စမ်းချောင်းမြို့နယ် ၊ ရန်ကုန်တိုင်းဒေသကြီး။
4	Yangon Compus 4	အမှတ်(၅၇၅) ၊ ပြည်လမ်း၊ အမှတ် (၂)ရပ်ကွက် ၊ ကမာရွတ်မြို့နယ် ၊ ရန်ကုန်တိုင်းဒေသကြီး။
5	Mandalay Compus	Unit (8) ၊ Block (4) သဇင်လမ်းနှင့်ငွေရွှေလမ်းထောင့်၊ ရွှမ်းမသာစည်မြို့နယ်၊ မန္တလေးတိုင်းဒေသကြီး။
6	Monywa Compus	ကျောက္ကာလမ်း၊ နန္ဒဝန်ရပ်ကွက်၊ မုံရွာမြို့၊ စစ်ကိုင်းတိုင်းဒေသကြီး။

ACK & CO SERVICES COMPANY LIMITED
(Private University Project)

နောက်ဆက်တွဲ-(၂)

No	Bank Name	Bank Account No.
1	AYA BANK	0063-2240-1000-8685
2	AGD BANK	3250-0110-0095-9010
3	KBZ BANK	0293-4029-0304-3401
4	CB BANK	0010-1005-0003-3189

၇.

၇.

ACK & Co Services Co., Ltd - Strategy First နှင့် Agreement ချုပ်ဆိုထားသည့်
University များမှအောက်ပါအတိုင်းဖြစ်ပါသည်။

No	University
1	Stamford International University
2	Heriot Watt University
3	Oxford Brookes University
4	Edinburgh Business School
5	Person UK
6	The Association of Business Executives (abe)
7	The Institute of Commercial Management (ICM)
8	Scottish Qualifications Authority (SQA)
9	NCC Education Limited

Stamford International University

and

Strategy First Institute

a division of ACK & Co Services Co., Ltd

**ACADEMIC PROGRAM SERVICE
AGREEMENT**

- 2.2 where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning;
- 2.3. a word which indicates the singular also indicates the plural, a word which indicates a plural also indicates a singular, and a reference to either gender also indicates the other gender;
- 2.4. a reference to the word "include" or "including" is to be interpreted without limitation;
- 2.5. a reference to the word "owing" means actually or contingently owing, and "owe" and "owed" have an equivalent meaning;
- 2.6. a reference to a party, clause, part, schedule, annexure or attachment is a reference to a party, clause, part, schedule, annexure or attachment of or to this agreement;
- 2.7. a reference to any document or agreement is to that document or agreement as amended, novated, supplemented or replaced;
- 2.8. the schedules, annexures and attachments form part of this agreement;
- 2.9. headings are inserted for convenience only and do not affect the interpretation of this agreement; and
- 2.10. a reference to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under the legislation or legislative provision, in either case whether before, on or after the date of this agreement.

TERM

3. Term

This agreement commences on the Commencement Date and expires on the 3rd anniversary of that date unless terminated earlier in accordance with its terms.

FACILITIES AND LOCAL SUPPORT TO STUDENTS

4. LOCAL SUPPORT TO STUDENTS

SFI agrees to provide local support to the students enrolled in the Program. The support must be provided to the highest standards in accordance with STIU's reasonable directions given from time to time having regard to the method by which and standard to which the Program is offered by STIU in Thailand.

5. Facilities in Myanmar

SFI will be responsible for providing access to teaching facilities for all students enrolled in the Program at its own cost. STIU may inspect SFI's facilities at such times as STIU deems necessary and SFI must grant STIU all access necessary for STIU to do so.

KEY PERFORMANCE INDICATORS

10. Key Performance Indicators

Attached as Schedule 1 is a listing of the key performance indicators agreed by the parties for the performance of their respective obligations under this Agreement.

COMPLIANCE WITH LAWS

11. Compliance with Laws

- 11.1. SFI shall be responsible for obtaining all necessary Myanmar government approvals for all matters connected with this agreement.
- 11.2. Both parties must at all times comply with the laws of Myanmar relating to the matters referred to in this Agreement and all activities carried out in Myanmar pursuant to this Agreement.
- 11.3. All taxes, duties or charges payable to the government or statutory authorities of Myanmar in connection with this Agreement shall be borne by SFI. No amount of the service fees in Clause 11 will be reduced, deducted or offset against any taxes, duties or charges payable to the government or statutory authorities of Myanmar. Where applicable, both Parties shall cooperate in completing any procedural formalities (such as furnishing business registration, audited financial statements, residency certificates etc) to facilitate the necessary tax lodgement.

MARKETING

12. Marketing

- 12.1. SFI must promote and advertise the Program using the STIU name, logos and trademarks and describe its affiliation with STIU but only in a manner that has been approved in advance by STIU. All such promotion and advertisement shall be at SFIs' sole cost.
- 12.2. SFI must promote the Program using both off line and online marketing and advertising channels.
- 12.3. SFI must ensure that all marketing materials and activities which promote or advertise the Program are not in any way misleading or deceptive and conform to the highest standards of ethical marketing and to the policies prescribed by STIU from time to time.
- 12.4. SFI is not entitled to use any of STIU's trademarks, service marks, names, logos or other branding, marketing or advertising materials unless SFI has obtained the prior written consent of STIU.
- 12.5. Nothing in this agreement constitutes an assignment or transfer of any of STIU's intellectual property rights to SFI. All goodwill in that intellectual property remains the property of STIU. SFI must not register or seek to register for itself or otherwise assert any ownership rights in STIU intellectual property and must at STIU's cost take all steps that STIU may reasonably require to vest ownership and title to that intellectual property in STIU.

For the initial period of 12 months from the Commencement Date, the scholarship is set at US\$250 per course. The service fee per student payable to STIU will be adjusted pro rata for the scholarship provided to students (US\$90 / per course) and will apply on the term a student attends the scholarship eligible course.

The table below summarises the total Program fees and the service fee per student payable to STIU in each possible scholarship scenario:

(US\$)

Number of Course Scholarship	Total Program Fees (per student - approximate in USD)	Service fees payable to STIU (per student/ per program)
0 (none)	10,000	3,500
1 (one)	9,750	3,410
2 (two)	9,500	3,320
3 (three)	9,250	3,230
4 (four)	9,000	3,140
5 (five)	8,750	3,050

- 15.5. Every 12 months from the Commencement Date, the parties will discuss in good faith and seek to agree the Program fee to be charged by SFI for the following 12 months.
- 15.6. All amounts set out, or expressed to be payable under this Agreement, shall be exclusive of any duties and taxes, including withholding tax and withholding commercial tax. If any tax exemptions or reductions under Myanmar law or international agreement will be invoked, the parties shall cooperate to ensure that the basis for such tax exemptions or reductions will be properly documented, including obtaining a confirmation from the Myanmar authorities. In the case of a tax assessment, SFI shall hold STIU harmless and indemnify STIU against any liability for such Myanmar taxes and fees.
- 15.7. Both parties agree to give 2 full scholarships per year to SFI employees.

LIMITATION OF LIABILITY

16. Limitation of Liability

To the maximum extent permitted by law, neither party is liable to the other for any indirect, incidental, special, exemplary, punitive or consequential loss or damage, loss of profits or anticipated profits, loss of revenue, economic loss, loss of business opportunities or damage to goodwill irrespective of whether the possibility of such loss was foreseeable or the other party was notified of the possibility of such loss.

CONFIDENTIAL INFORMATION

17. Confidential Information

- 17.1. Each party must at all times use all reasonable endeavours to keep confidential (and ensure that its employees, agents, contractors and officers keep confidential) all Confidential Information and not use or disclose it other than:

(a) to another member of the group of companies of which it is a member;

will continue to bind the parties. However, on such termination or expiry, no new students will be recruited for or allowed to enrol in the Program.

ANTI-CORRUPTION

20. Anti-Corruption

- 20.1. SFI and each of its employees working directly in connection with this agreement will comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, as well as the laws of all countries in which services are to be performed by SFI. SFI warrants that it will not, in connection with transactions contemplated in this agreement, or in connection with any other business transactions involving STIU, transfer anything of value directly or indirectly, to any person (including those in the private sector, as well as government officials and employees, and employees of government-controlled companies) in order to obtain or retain business or any improper benefit or advantage.
- 20.2. SFI further warrants that no payments will be made by SFI, its agents, employees on behalf of STIU without obtaining prior approval from STIU. SFI will maintain a current and accurate written accounting of all payments made by SFI, its agents, employees, or subcontractors on behalf of STIU, or out of funds provided by STIU. A copy of this accounting must be provided to STIU upon request.
- 20.3. SFI warrants that its owners, employees and agents are not agents or employees of, or otherwise affiliated with, any government or instrumentality of any government, and that SFI will inform STIU of any change in such status.
- 20.4. SFI agrees to answer promptly, fully, and truthfully any questions from STIU related to SFI's anti-corruption program and other controls related to corruption, and to cooperate fully in any investigation by STIU of a breach of this anti-corruption provision.

DISPUTE RESOLUTION

21. Dispute Resolution

- 21.1. If a dispute concerning any aspect of this agreement or the matters contemplated by it arises either party may give notice in writing to the other setting out reasonable particulars of the matters in dispute.
- 21.2. Promptly following receipt of a notice under clause 21.1, the Chief Executive Officers of both parties must attempt to resolve the dispute in good faith.
- 21.3. Any dispute arising out of or in relation to the provisions of this Agreement shall be resolved amicably by negotiation between the Parties. If the dispute is not resolved within thirty (30) days from the first written demand by either Party, the dispute shall be referred to and finally resolved by arbitration in Singapore in accordance with the Arbitration Rules of Singapore.
- 21.4. The tribunal shall consist of 3 arbitrators. Each Party shall appoint one arbitrator and both arbitrators appointed by each Party shall jointly appoint another arbitrator to be the Chairman of the arbitral tribunal. The language of the arbitration shall be English.

- 22.4. However, if any notice of communication is given on a day that is not a business day, or after 5.00pm, in the place of the party to whom it is sent it will be treated as having been given at the beginning of the next business day in that place.
- 22.5. A failure to provide a copy of any notice or communication to a person where required under this agreement does not affect the delivery of a notice or communication under this clause 22.

MISCELLANEOUS

23. Miscellaneous

- 23.1. Unless this agreement expressly provides otherwise, a party may give or withhold an approval or consent in that party's absolute discretion and subject to any conditions determined by the party. A party is not obliged to give its reasons for giving or withholding a consent or approval or for giving a consent or approval subject to conditions. Where this agreement refers to a matter being to the "satisfaction" of a party, this means to the satisfaction of that party in its absolute discretion.
- 23.2. Except as otherwise set out in this agreement, each party must pay its own costs and expenses for preparing, negotiating, executing and completing this agreement and any document related to this agreement.
- 23.3. SFI must pay all duty payable in connection with this agreement and any document, agreement or transaction contemplated by or incidental to this agreement.
- 23.4. This agreement contains everything the parties have agreed in relation to the subject matter it deals with. No party can rely on an earlier written document or anything said or done by or on behalf of another party before this agreement was executed.
- 23.5. This agreement is properly executed if each party executes either this document or an identical document. In the latter case, this agreement takes effect when the separately executed documents are exchanged between the parties.
- 23.6. A party may exercise a right, power or remedy at its discretion, and separately or concurrently with another right, power or remedy. A single or partial exercise of a right, power or remedy and failure by a party to exercise, or delay by a party in exercising a right, power or remedy does not prevent its exercise. Except where expressly stated to the contrary in this agreement, the rights of a party under this agreement are cumulative and are in addition to any other rights available to that party whether those rights are provided for under this agreement or by law.
- 23.7. Each party must at its own expense promptly execute all documents and do or use reasonable endeavours to cause a third party to do all things that another party from time to time may reasonably request in order to give effect to, perfect or complete this agreement and all transactions incidental to it.
- 23.8. This agreement is governed by the law of Singapore. The parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them. The parties will not object to the exercise of jurisdiction by those courts on any basis.

EXECUTED AS AN AGREEMENT

DATE:

SIGNED for and on behalf of **STAMFORD
INTERNATIONAL UNIVERSITY** by its duly
authorised representatives:

Andrew Deacon
.....

President

[Signature]
.....

CEO



SIGNED for and on behalf of **Strategy First
Institute** by its duly authorised
representative:

[Signature]
.....





MOE 0507K 3212

To Whom It May Concern:

This is to certify that Stamford International University is a private higher education institution under the supervision of the Commission on Higher Education, Ministry of Education, Thailand. All study programmes, curriculums and degrees delivered by Stamford International University are officially approved and recognized by the Commission on Higher Education, Ministry of Education.

Certified by the Bureau of International Cooperation Strategy, Commission on Higher Education, Ministry of Education, Thailand.

Commission on Higher Education



No. 284119 10 JUL 2008
BANGKOK

SEEN AT THE MINISTRY OF
FOREIGN AFFAIRS



Nipa Peetis

(MISS NIPA PEETISRIPHANT)

Asst. Gen. Service Officer 5

Department of Consular Affairs

Ministry of Foreign Affairs of Thailand

Bureau of International Cooperation Strategy
International Cooperation Networking and Development Group
Tel. +66 (0) 2354 5614-5
Fax. +66 (0) 2354 5570

209890



MOE 0506(2)/40

Office of the Higher Education Commission
Ministry of Education
328 Si Ayutthaya Road
Bangkok 10400, Thailand.

Office of the President

BKK 063/2017

09 JAN 2017

January 4, 2017

TO WHOM IT MAY CONCERN

This is to certify that Stamford International University is a private university under the supervision and jurisdiction of the Office of the Higher Education Commission, Ministry of Education.

Programs of the said university, which are accredited by the Office of the Higher Education Commission, Ministry of Education, to the same academic status as those of higher education institutions under the supervision of the Office of the Higher Education Commission, Ministry of Education are as follows :

1. Bachelor of Communication Arts
2. Bachelor of Business Administration and Bachelor of Business Administration In International Business, International Business Administration, Business Administration, International Hotel Management
3. Bachelor of Public Administration
4. Bachelor of Science and Bachelor of Science In Information Technology
5. Bachelor of Arts and Bachelor of Arts in Communication, Creative Media Design, Tourism
6. Master of Business Administration and Master of Business Administration in Hotel and Tourism Management
7. Master of Public Administration

This certificate is issued upon the request of Stamford International University.

(Assoc.Prof. Bundit Thipakorn)

Deputy Secretary - General
for Secretary - General

Bureau of Standards and Evaluation
Tel. (66 2) 354-5577
Fax. (66 2) 354-5577, (66 2) 354-5530



MOE 0506(2)/11709



Office of the Higher Education Commission
Ministry of Education
328 Si Ayutthaya Road
Bangkok 10400, Thailand.

July 30, 2012

TO WHOM IT MAY CONCERN

This is certify that Stamford International University is a private university under the supervision and jurisdiction of the Office of the Higher Education Commission, Ministry of Education. All programs of study offered by the university are fully accredited by the Office of the Higher Education Commission, Ministry of Education.

This certificate is issued upon the request of Stamford International University.

Varaporn Seehanat

(Varaporn Seehanat, Ph.D.)

Deputy Secretary – General

for Secretary – General

No. 308730 14 AUG 2012
BANGKOK

SEEN AT THE MINISTRY OF
FOREIGN AFFAIRS

Bureau of Standards and Evaluation
Tel. (66 2) 354-5577
Fax. (66 2) 354-5577, (66 2) 354-5530



Sompob P.
(MR. SOMPOB PLOYSANGVAN)
General Service Officer
Experienced Level

Ministry of Foreign Affairs of Thailand

332963



ใบอนุญาต
ให้เปลี่ยนชื่อสถาบันอุดมศึกษาเอกชน

ที่ / 12543

อาศัยอำนาจตามความในมาตรา 10 แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. 2522 แก้ไขเพิ่มเติมโดยพระราชบัญญัติสถาบันอุดมศึกษาเอกชน (ฉบับที่ 2) พ.ศ. 2535 รัฐมนตรีว่าการทบวงมหาวิทยาลัยโดยคำแนะนำของคณะกรรมการการสถาบันอุดมศึกษาเอกชนอนุญาตให้

วิทยาลัยนานาชาติแสดมฟอร์ด ซึ่งตั้งอยู่ ณ ถนนเพชรเกษม ตำบลชะอำ อำเภอชะอำ จังหวัดเพชรบุรี เปลี่ยนชื่อเป็น

วิทยาลัยนานาชาติซิลเลอร์-แสดมฟอร์ด

ทั้งนี้ ตั้งแต่วันที่ 2 สิงหาคม 2543 เป็นต้นไป

ให้ไว้ ณ วันที่ ๒๒ สิงหาคม พ.ศ. 2543

(นายประจวบ ไชยสาส์น)

รัฐมนตรีว่าการทบวงมหาวิทยาลัย

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(Dr. Andrew David Leslie Scown)

President

Stamford International University

STAMFORD
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ใบอนุญาต
ให้จัดตั้งสถาบันอุดมศึกษาเอกชน

ที่ 3 / 2538

อาศัยอำนาจตามความในมาตรา 10 แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. 2522
รัฐมนตรีว่าการทบวงมหาวิทยาลัยโดยคำแนะนำของคณะกรรมการสถาบันอุดมศึกษาเอกชน อนุญาตให้
บริษัทฟาร์อีสต์ แอสตมพอร์ท อินเตอร์เนชั่นแนล จำกัด
อยู่เลขที่ 144 ถนนเพชรเกษม ตำบลชะอำ อำเภอชะอำ จังหวัดเพชรบุรี
จัดตั้งสถาบันอุดมศึกษาเอกชนประเภท วิทยาลัย ชื่อ วิทยาลัยนานาชาติแอสตมพอร์ท
ตั้งแต่วันที่ เดือน พฤศจิกายน พ.ศ. 2538 เป็นต้นไป
ให้ไว้ ณ วันที่ 24 เดือน พฤศจิกายน พ.ศ. 2538

(นายบุญชู ตรีทอง)

รัฐมนตรีว่าการทบวงมหาวิทยาลัย

กม. 9

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ใบอนุญาต
ให้เปลี่ยนชื่อสถาบันอุดมศึกษาเอกชน

ที่ 1/2547

อาศัยอำนาจตามความในมาตรา 14 แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. 2546 รัฐมนตรีว่าการกระทรวงศึกษาธิการโดยคำแนะนำของคณะกรรมการสถาบันอุดมศึกษาเอกชนปฏิบัติหน้าที่คณะกรรมการการอุดมศึกษา ตามมาตรา 124 และมาตรา 130 แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. 2546 อนุญาตให้ มหาวิทยาลัยนานาชาติซิลเดอร์-แอสแตมฟอร์ด ซึ่งตั้งอยู่ใน เลขที่ 1458 ถนนเพชรเกษม ตำบลชะอำ อำเภอชะอำ จังหวัดเพชรบุรี เปลี่ยนชื่อเป็น มหาวิทยาลัยนานาชาติแอสแตมฟอร์ด

ทั้งนี้ ตั้งแต่วันที่ 26 พฤษภาคม พ.ศ. 2547 เป็นต้นไป

ให้ไว้ ณ วันที่ 26 พฤษภาคม พ.ศ. 2547

(นายอดิศักดิ์ โพธิ์รามิก)

รัฐมนตรีว่าการกระทรวงศึกษาธิการ

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ใบอนุญาต

ให้เปลี่ยนประเภทสถาบันอุดมศึกษาเอกชน

ที่ 1 /2546

อาศัยอำนาจตามความในมาตรา 10 แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. 2522 แก้ไขเพิ่มเติมตามพระราชบัญญัติสถาบันอุดมศึกษาเอกชน (ฉบับที่ 2) พ.ศ. 2535 รัฐมนตรีว่าการทบวงมหาวิทยาลัยโดยคำแนะนำของคณะกรรมการสถาบันอุดมศึกษาเอกชน อนุญาตให้ วิทยาลัยนานาชาติซิลเลอร์-แสตมฟอร์ด ซึ่งตั้งอยู่ที่ ณ เลขที่ 1458 ถนนเพชรเกษม ตำบลชะอำ อำเภอชะอำ จังหวัดเพชรบุรี เปลี่ยนประเภทสถาบันอุดมศึกษาเอกชนเป็นมหาวิทยาลัย

ชื่อ มหาวิทยาลัยนานาชาติซิลเลอร์-แสตมฟอร์ด

ทั้งนี้ ตั้งแต่นี้เป็นต้นไป

ให้ไว้ ณ วันที่ 14 เดือน กุมภาพันธ์ พ.ศ. 2546



(นายพงศ์เทพ เทพกาญจนา)
รัฐมนตรีว่าการกระทรวงศึกษาธิการ
รักษาราชการแทนรัฐมนตรีว่าการทบวงมหาวิทยาลัย

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Andrew Scown

(Dr. Andrew David Leslie Scown)

President

Stamford International University

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ที่ ศร ๐๕๐๕ (๖) / ๐๖๒๖

สำนักงานคณะกรรมการการอุดมศึกษา
๓๒๘ ถนนศรีอยุธยา แขวงทุ่งพญาไท
เขตราชเทวี กรุงเทพฯ ๑๐๕๐๖

๒๕ มีนาคม ๒๕๕๙

เรื่อง การแต่งตั้งอธิการบดีมหาวิทยาลัยนานาชาติแสตมฟอร์ด

เรียน นายกสภาน มหาวิทยาลัยนานาชาติแสตมฟอร์ด

อ้างถึง หนังสือมหาวิทยาลัยนานาชาติแสตมฟอร์ด ลงวันที่ ๒๕ กุมภาพันธ์ ๒๕๕๙

ตามหนังสือที่อ้างถึง มหาวิทยาลัยนานาชาติแสตมฟอร์ด ได้แจ้งให้สำนักงานมหาวิทยาลัยนานาชาติแสตมฟอร์ด ที่ นรส. ๐๓๕/๒๕๕๙ ลงวันที่ ๒ มีนาคม ๒๕๕๙ เรื่องแต่งตั้ง Mr. Andrew David Leslie Scown เป็นอธิการบดีมหาวิทยาลัยนานาชาติแสตมฟอร์ด ทั้งนี้ ตั้งแต่วันที่ ๑ มีนาคม ๒๕๕๙ เป็นต้นไป นั้น

สำนักงานคณะกรรมการการอุดมศึกษาขอเรียนว่า ได้รับทราบการแต่งตั้ง Mr. Andrew David Leslie Scown เป็นอธิการบดีมหาวิทยาลัยนานาชาติแสตมฟอร์ด ตามความในมาตรา ๔๑ แห่งพระราชบัญญัติสถาบันอุดมศึกษาเอกชน พ.ศ. ๒๕๔๖ แล้ว

จึงเรียนมาเพื่อโปรดทราบ

ขอแสดงความนับถือ

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(Dr. Andrew David Leslie Scown)
President
Stamford International University

สำนักประสานและส่งเสริมกิจการอุดมศึกษา
กลุ่มพัฒนาสถาบันอุดมศึกษา
โทร. ๐ ๒๓๕๔ ๕๖๖๒
โทรสาร ๐ ๒๓๕๔ ๕๖๐๗

STAMFORD
INTERNATIONAL
UNIVERSITY

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY (formerly Bureau of Plant Industry)
BUREAU OF PLANT INDUSTRY (formerly Bureau of Plant Industry)



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2007-2008

SCOWN

ANDREW DAVID LESLIE

NEW

AUSTRALIAN

Date of birth: 09/10/1940

20 JUN 1955

Figure 1

M

Date of case / Date de diagnostic

22 APR 2015

22 APR 2025

22 APR

AUSTRALIA

Plus d'un / Lieu de naissance
MARYBOROUGH
Noble signature / Signet du Maître

Andrew H. Davis

P<AUSSCOWN<<ANDREW<DAVID<LESLIE<<<<<<<<<<<
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Robert Brown

(Dr. Andrew David Leslie Scown)

President

Stamford International University





At the Court at Buckingham Palace

THE 15th DAY OF JULY 2015

PRESENT,

THE QUEEN'S MOST EXCELLENT MAJESTY
IN COUNCIL

Her Majesty has allowed amendments to the Charter of Heriot-Watt University as set out in the Schedule to this Order with effect from 1st September 2015.

Richard Tilbrook

SCHEDULE

AMENDMENTS TO THE CHARTER OF HERIOT-WATT UNIVERSITY

Delete Articles 1 to 28 and *substitute*:

"1. Definition of the University

- 1.1. There shall continue to be a body politic and corporate by the name of "Heriot-Watt University" (hereafter called "the University") which was constituted in 1966 with perpetual succession and a Common Seal.
- 1.2. The Chancellor, Pro-Chancellor(s), the Principal, the Vice-Principal, and such other vice- and deputy principal or similarly titled officers as may be instituted, the Secretary, the Deans and such other persons and bodies corporate that are specified and defined by Ordinance from time to time shall, wherever in the world located, be Members of the University pursuant to the Charter and the Statutes.

2. Further Definitions and Interpretation

2.1. In the Charter and the Statutes:

"Academic Staff" means those Staff listed as academic staff in the Ordinances as amended from time to time;

“Chancellor” means the Chancellor of the University;

“Charity Trustees” means charity trustees as defined in the Charities and Trustee Investment (Scotland) Act 2005;

“Charter” means the Charter of the University;

“Chief Accounting Officer and Chief Executive Officer” means the person with overall responsibility for the executive management of the institution who is accountable to the Court for the exercise of these responsibilities and to the Scottish Further and Higher Education Funding Council or its successor body for the use of public funds;

“Common Seal” means the common seal of the University;

“Court” means the Court of the University;

“Dean” means a member of the Academic Staff who represents the academic community and whose constituency, responsibilities and process of appointment as a Dean are defined in the Ordinances;

“External Auditor” has the meaning given to it in the Statutes;

“Heriot-Watt Group” means those entities associated with the University whether by ownership of shares or otherwise and which the Court determines should form part of the Heriot-Watt Group for the purposes of the Charter and Statutes, and who are listed in the Ordinances as amended from time to time;

“Objects” means the objects of the University set out in Article 3 of this Charter;

“Officer of the University” means each of the Principal/Vice-Chancellor, the Vice-Principal and the Secretary;

“Ordinances” means Ordinances made under the Charter and Statutes and
~~“Ordinance” shall be construed accordingly;~~

“Ordinary Resolution” means a resolution passed by a simple majority present at a meeting of the Court;

“Principal” means the Principal and Vice-Chancellor and Chief Accounting Officer and Chief Executive Officer of the University;

“Pro-Chancellor” means any Pro-Chancellor of the University;

“Professional Services Staff” means those Staff listed as professional services staff in the Ordinances as amended from time to time;

“Regulations” means Regulations made under the Charter and the Statutes or the Ordinances;

“Research Staff” means those Staff listed as research staff in the Ordinances as amended from time to time;

“School” means any primary academic unit of the University devoted to one or more academic disciplines;

“Secretary” means the Secretary of the University;

“Senate” means the Senate of the University;

“Special Resolution” means a resolution passed at a meeting of the Court, provided that notice of the meeting setting out the proposed resolution in full, is given to each member of the Court not less than fourteen clear days before the meeting and that the resolution is passed by a majority of not less than three fourths of the members of the Court present;

“Staff” means all persons employed by the University or by any member of the Heriot-Watt Group;

“Statement of Primary Responsibilities” means the statement of primary responsibilities adopted by the Court pursuant to Article 5.2 from time to time;

“Statutes” means the Statutes of the University and “Statute” shall be construed accordingly;

“Students” means persons pursuing a programme of study of the University as further prescribed in the Ordinances;

“Student Union” means an association of Students devoted to the educational interest and welfare of its members as further prescribed in the Ordinances; and

“Vice-Principal” means the Vice-Principal and Deputy Vice-Chancellor of the University.

- 2.2. Words defined in the Charter shall have the same meaning in the Statutes, the Ordinances and the Regulations unless the context requires otherwise.
- 2.3. The headings used in the Charter and in the Statutes, the Ordinances and the Regulations, are provided for reference only and are not intended to have legal effect.
- 2.4. Unless the context requires otherwise, words in the singular shall include the plural and words in the plural shall include the singular and words importing the masculine shall be construed as including the feminine or the neuter or vice versa.
- 2.5. In construing the Charter, the rule known as the ejusdem generis rule shall not apply nor shall any similar rule or approach to the construction of the Charter and accordingly general words introduced or followed by the word “other” or “including” or “in particular” shall not be given a restrictive meaning because they are followed or preceded (as the case may be) by particular examples intended to fall within the meaning of the general words.

3. Objects of the University

- 3.1. The University shall engage in, and promote, original research and shall be a teaching, examining and awarding body. Its objects shall be to advance education, knowledge and wisdom by research, knowledge exchange, scholarship, learning and teaching, for the benefit of individuals and society at large.

4. Powers of the University

- 4.1. Subject to the Charter and the Statutes, the University shall have all the powers of a natural person to do all lawful acts and things that are conducive to or incidental to the furtherance of any one or more of the Objects of the University, including the powers set out in Articles 4.2 to 4.10 as follows.

4.2. In relation to teaching and research:

- 4.2.1. to provide programmes of study and instruction;
- 4.2.2. to prescribe in the Regulations the conditions under which people may be admitted to programmes of study on the basis of their qualifications and experience;
- 4.2.3. to set the level of fees in respect of programmes and to require payment of such fees;
- 4.2.4. to prescribe and administer examinations and other forms of assessment;
- 4.2.5. to prescribe in the Regulations the conditions under which degrees and other education awards (including honorary awards) shall be conferred by the University in its own name or jointly with other institutions;
- 4.2.6. to institute and award Fellowships, Scholarships, Studentships, Exhibitions, Bursaries and Prizes, and other grants for the encouragement of research, knowledge exchange, scholarship, learning and teaching;
- 4.2.7. to carry out research; and
- 4.2.8. to withdraw awards conferred by the University.

4.3. In relation to Students:

- 4.3.1. to provide rules and procedures for the discipline of Students in the Regulations;
- 4.3.2. to provide procedures for the hearing of complaints; and
- 4.3.3. to provide procedures for the consideration of academic appeals.

- 4.4. In relation to Staff:
- 4.4.1. to employ or engage Staff in such positions as may be required, and to prescribe their terms and conditions of service (unless otherwise set out in the Ordinances);
 - 4.4.2. to institute such offices as the purposes of the University may require, to appoint persons to and remove persons from such offices, and to prescribe their terms and conditions of service (unless otherwise set out in the Ordinances); and
 - 4.4.3. to provide procedures for the hearing of complaints.
- 4.5. In relation to other institutions:
- 4.5.1. to affiliate with other institutions, or branches or departments of other institutions;
 - 4.5.2. to co-operate and collaborate with other institutions;
 - 4.5.3. to confer degrees and other education awards with other institutions; and
 - 4.5.4. to incorporate into the University and/or any member of the Heriot-Watt Group any other institution and take over its rights, property, liabilities and obligations, for any purpose not inconsistent with the Charter.
- 4.6. In relation to the provision of services and goods, within applicable limits:
- 4.6.1. to exploit for the University's benefit a facility or resource of the University and/or any member of the Heriot-Watt Group, including study, research, or knowledge, or the practical application of study, research or knowledge, belonging to the University and/or any member of the Heriot-Watt Group, whether alone or with someone else;
 - 4.6.2. to sell books, and other learning resources, intellectual property and other goods and services consistent with the Charter;
 - 4.6.3. to print, reproduce and publish research and other works initiated by the University and/or any member of the Heriot-Watt Group, or to provide for their printing, reproduction and publication in whatever format; and
 - 4.6.4. to establish, maintain, administer, govern, license and supervise places of residence and other facilities for the wellbeing of Students and Staff.
- 4.7. In relation to the transaction of University business:
- 4.7.1. to enter into contracts;

- 4.7.2. to acquire, hold, dispose of and deal with property or any interest in property;
 - 4.7.3. to charge and receive fees;
 - 4.7.4. to raise funds;
 - 4.7.5. to act as trustee or manager of any property or funds given or bequeathed to the University for purposes of education or research or the welfare or other Objects of the University, and to invest any such funds or otherwise reduce the risk of loss to such funds;
 - 4.7.6. to borrow money and for that purpose to grant securities over, to mortgage or charge all or any part of the property of the University, whether heritable or moveable, real or personal, and to give such other security as the University may deem fit;
 - 4.7.7. to give guarantees for the payment of any sum or sums of money or performance of any contract or obligation by any company, body, society or person in the interests of the University to do so;
 - 4.7.8. to apply for or otherwise acquire either alone or in conjunction with any institutions or institution or with any public or other bodies or body or with any other persons or person, Letters Patent or patent rights; and
 - 4.7.9. to acquire armorial bearings, which shall be duly matriculated in our Public Register of Arms and Bearings in Scotland.
- 4.8. In relation to the Court, having due regard to the Statement of Primary Responsibilities and subject to the Charity and Trustee Investment (Scotland) Act 2005 and any successor and subordinate legislation, to pay remuneration to a member or members of the Court in respect of his, her or their services as a member of the Court as may be prescribed in the Ordinances.
-
- 4.9. To do anything else necessary or convenient, whether incidental to these powers or not, in order to further the Objects of the University and/or any member of the Heriot-Watt Group as places of education, learning and teaching, research, knowledge exchange and scholarship.
- 4.10. The University may exercise its powers both within and outwith the United Kingdom and by whatever means the University may deem fit including the establishment of bodies corporate who may be members of the Heriot-Watt Group.
- 5. The Court**
- 5.1. There shall be a Court of the University. The Court shall be the governing body of the University with general control of the management and administration of the University and shall act in a way that promotes the University's interests.

- 5.2. The Court shall adopt and at all times act in accordance with a Statement of Primary Responsibilities which shall include provisions relating to the performance of the Court's primary responsibilities in accordance with accepted principles of good governance for a university. The Statement of Primary Responsibilities shall be published widely.
- 5.3. Except to the extent set out herein, the constitution of the Court, the manner of election and period of office of its members and the manner of filling vacancies in its membership shall be prescribed in the Statutes.
- 5.4. The Court shall direct the form, custody and use of the Common Seal.

6. The Functions of the Court

- 6.1. In addition to the functions of the Court set out in the Statutes, the Court's functions shall be to:
 - 6.1.1. be ultimately responsible for oversight of the affairs of the University;
 - 6.1.2. set and approve the University's strategic direction, vision and mission;
 - 6.1.3. ensure the effective management and control of the University's affairs, property and finances through the establishment of systems of internal control;
 - 6.1.4. ensure the effective management and administration of the University's Staff and the Students;
 - 6.1.5. determine the structure, staffing and overall composition of the University; and
 - 6.1.6. appoint the Chancellor, Pro-Chancellor(s), Principal, Vice-Principal and Secretary.

7. The Powers of the Court

- 7.1. Subject to the Charter, and in furtherance of its role as the University's governing body, the Court shall exercise all the powers of the University, and without limiting the foregoing, the Court has the specific powers set out in the Charter, the Statutes and the Ordinances. In exercise of such powers the Court comprises the Charity Trustees of the University.

8. Delegation by the Court

- 8.1. Subject to Article 8.3 below, the Court may delegate its powers under the Charter, the Statutes and the Ordinances to:
 - 8.1.1. a member of the Court;
 - 8.1.2. a committee of the Court or an oversight board;

- 8.1.3. a joint committee of the Court and the Senate;
 - 8.1.4. an Officer of the University;
 - 8.1.5. the Senate; or
 - 8.1.6. a member of the Heriot-Watt Group,
- or such other persons or bodies as may from time to time be prescribed in the Ordinances.
- 8.2. Where the Court has delegated any powers to a member of the Heriot-Watt Group such powers shall be set out in the constitutional documents of the relevant member of the Heriot-Watt Group and shall be read and interpreted in conjunction with the Charter and Statutes.
 - 8.3. Notwithstanding delegation by the Court of its power under Article 8.1 above, the Court will remain ultimately accountable for the exercise of such powers. Except to the extent set out herein, provisions governing delegation of the Court's powers are set out in the Ordinances.
 - 8.4. The Court may not delegate its powers:
 - 8.4.1. to determine the Objects of the University;
 - 8.4.2. to make final decisions on issues of corporate strategy;
 - 8.4.3. to appoint and dismiss the Chancellor, the Pro-Chancellor(s), the Principal, the Vice-Principal and/or the Secretary and to approve their terms and conditions of appointment;
 - 8.4.4. to approve the annual business plan of the University recommended by the Principal;
 - 8.4.5. to review and approve the annual budget of the University and annual report of the University;
 - 8.4.6. to amend the Charter under the provisions of Article 18 below;
 - 8.4.7. to make or amend University Statutes or Ordinances;
 - 8.4.8. to adopt the University's annual accounts;
 - 8.4.9. to appoint the University's External Auditors; or
 - 8.4.10. to decide the remuneration of members of the Court.

9. The Senate

- 9.1. There shall be a Senate. Subject to the terms of the Charter and the Statutes, and to the powers reserved to the Court, the Court shall delegate to the Senate all of its powers in relation to academic work and standards so that subject to the terms of the Charter and the Statutes, the Senate shall be the executive body

responsible for the academic work and standards of the University and in relation to programmes of study of the University, in relation to teaching and research, and for the regulation and superintendence of the education and discipline of the Students and shall take such measures and act in such manner as shall appear to it best calculated to promote the interests of the University and/or any member of the Heriot-Watt Group as places of education, learning and teaching, research, knowledge exchange and scholarship.

- 9.2. The constitution of the Senate, its powers and functions, the manner of election and period of office of its members, the manner of filling vacancies in its membership, and all other matters relative to the Senate and its affairs, which it may be thought proper so to regulate, shall be as prescribed in the Statutes.

10. Stakeholders

- 10.1. The University shall engage with its alumni members, Staff and Students, other stakeholders and the wider public. The means of engagement shall be prescribed in the Ordinances.

11. Student Union

- 11.1. There shall be a Student Union of the University.
- 11.2. The constitution and the bye-laws of the Student Union, its powers and functions and all other matters which it may be thought proper so to regulate shall be prescribed in the Ordinances.
- 11.3. The University shall in no way be liable for the debts, liabilities and other obligations incurred for any act done or omitted to be done by the Student Union.

12. The Chancellor

- 12.1. There shall be a Chancellor who shall be the titular head of the University and who shall normally be entitled to preside over the conferment of degrees and other education awards (including honorary awards) which have been granted by the University.
- 12.2. The manner of appointment and the period of office of the Chancellor shall be as prescribed in the Statutes.
- 12.3. The duties of the Chancellor shall be as prescribed in the Ordinances.

13. The Pro-Chancellor(s)

- 13.1. There shall be one or more Pro-Chancellor(s) of the University who in the absence of the Chancellor, or during a vacancy in that office, shall exercise and perform such duties of the Chancellor as shall be agreed by the Court and further prescribed in the Ordinances.
- 13.2. The manner of appointment of the Pro-Chancellor(s) and the period of office of the Pro-Chancellor(s) shall be as prescribed in the Statutes.

14. The Principal

- 14.1. There shall be a Principal who shall also be the Vice-Chancellor.
- 14.2. The Principal shall assume the role of Chief Accounting Officer and Chief Executive Officer of the University.
- 14.3. The powers, functions and duties of the Principal and the manner of appointment shall be as prescribed in the Statutes.
- 14.4. The Principal shall be an ex officio member of the Senate and shall preside over meetings of the Senate.
- 14.5. The Principal, in the absence of the Chancellor and the Pro-Chancellor(s), or during a vacancy in these offices, shall exercise and perform all the duties of the Chancellor and the Pro-Chancellor(s).
- 14.6. During a vacancy in the office of Principal, the Court shall appoint an Acting Principal who shall exercise and perform such of the functions of the Principal and shall have such powers, privileges and duties under the Charter or under the Statutes as the Court may specify.

15. The Vice-Principal

- 15.1. There shall be a Vice-Principal and Deputy Vice-Chancellor who shall, subject to the Statutes, during the absence of the Principal, be appointed as Acting Principal in order to exercise and perform such of the functions and duties of the Principal as the Principal, or if the Principal should be incapacitated or absent, the Court, may decide.
- 15.2. The manner of appointment of the Vice-Principal shall be as prescribed in the Ordinances.

16. The Secretary of the University

- 16.1. There shall be a Secretary of the University.
- 16.2. The powers, functions and duties of the Secretary and the manner of appointment shall be prescribed in the Statutes.

17. The Deans

- 17.1. The Senate shall appoint Deans in accordance with the Statutes and the Ordinances which shall prescribe the manner of appointment and the responsibilities of the Deans.
- 17.2. At the discretion of the Senate, from time to time, any additional designation of the Deans may be agreed.

18. The Charter

- 18.1. The Court may, at any time and by Special Resolution, add to, amend, or revoke the Charter. Every Special Resolution to amend the Charter shall be communicated to the Senate and shall be displayed publicly within the University for not less than twenty-eight days as soon as may be after the said resolution has been passed at a meeting of the Court. Such addition, amendment, or revocation shall only become effective when approved by the Privy Council. A certificate under the hand of the Clerk to the Privy Council shall be conclusive evidence of such approval.

19. The Statutes

- 19.1. Subject to the provisions of the Charter, the Statutes shall prescribe:

19.1.1. the constitution and business of the Court; and

19.1.2. such other provisions as the Court may see fit in connection with the governance of the University, or for the promotion of the objects of the Charter.

- 19.2. The Statutes may direct that any matters prescribed or regulated by Statute as authorised or directed by the Charter shall be further prescribed or regulated by Ordinance, by Regulation, by decision made by the Court or by decision made by the Senate provided that such prescription or regulation shall not be repugnant to the Ordinances, the Statutes or the Charter.

- 19.3. The Court may, at any time and by Special Resolution, make Statutes for the University which may add to, amend, or revoke the Statutes for the time being in force; provided that such Statutes shall not be inconsistent with the provisions of the Charter. Such addition, amendment or revocation shall be displayed publicly within the University for not less than twenty-eight days as soon as may be after the said resolution has been passed at a meeting of the Court and shall only become effective when approved by the Privy Council. A certificate under the hand of the Clerk to of the Privy Council shall be conclusive evidence of such approval.

- 19.4. Statutes dealing with the powers and functions of the Senate, as set out in the Charter, shall not be made, added to, amended, or revoked except on the recommendation, or with the concurrence, of the Senate.

20. The Ordinances

- 20.1. Subject to the provisions of the Charter and the Statutes the Court may, by Ordinary Resolution, make, add to, amend or revoke such Ordinances as it considers necessary or desirable for the purpose of carrying out the Objects of the University and otherwise managing its own or the University's affairs, and shall stipulate when such Ordinances come into effect; provided that no Ordinance shall be inconsistent with the provisions of the Charter and Statutes. Each such resolution shall be displayed publicly within the University for not

less than twenty-eight days as soon as may be after the said resolution has been passed at a meeting of the Court.

- 20.2. Ordinances dealing with the powers and functions of the Senate, as set out in the Statutes, shall not be made, amended, added to or repealed except on the recommendation, or with the concurrence, of the Senate.

21. The Regulations

- 21.1. Subject to the provisions of the Charter, the Statutes and Ordinances, and additionally within the responsibilities delegated to it by the Court, the Senate may, make, add to, amend or revoke Regulations relating to:

- 21.1.1. teaching, research, programmes of study, and knowledge exchange and the award of degrees and other education awards;
- 21.1.2. the conduct of examinations;
- 21.1.3. the University library services;
- 21.1.4. the requirements for admission to the University and to any particular programme of study;
- 21.1.5. the conditions under which Students shall be permitted to continue with their studies in the University;
- 21.1.6. Academic dress;
- 21.1.7. the discipline of the Students; and
- 21.1.8. such other matters within its delegated responsibilities as it or the Court considers necessary or desirable for the purpose of carrying out the Objects of the University.

22. Academic Freedom

- 22.1. Academic Staff, Staff engaged to teach, research or provide learning and any other persons defined in Section 26(3) of the Further and Higher Education (Scotland) Act 2005, and any subsequent statutory provision which replaces it, shall have freedom, subject to the applicable law, to hold and express opinion, to question and test established ideas and received wisdom and to present controversial or unpopular points of view without placing themselves in jeopardy of losing their jobs or any privileges which they may enjoy at the University, by virtue of such ideas or opinions.
- 22.2. Subject to Article 22.1, provisions relating to academic freedom shall be contained within the Ordinances.

23. Equality

- 23.1. In accordance with, and subject to the applicable law, the University shall be committed to the fair and equal treatment of every person and shall not discriminate on unjustified, irrelevant or unlawful grounds.

24. Dividend, Gift, Division or Bonus in Money

- 24.1. The University shall not make to any of its members any dividend, gift, division or bonus in money except by way of a prize, reward, salary, emoluments or special grant.

25. Political Donations

- 25.1. The University shall not make any political donations.

26. Interpretation

- 26.1. Our Royal Will and Pleasure is that the Charter shall ever be construed benevolently and in every case most favourably to the University and the promotion of the objects of the Charter.
- 26.2. The provisions of the Charter and Statutes shall not be construed to conflict with any applicable national law, current or future enacted.”.



APPROVED LEARNING PARTNER AGREEMENT

between

UK | DUBAI | MALAYSIA

HERIOT-WATT UNIVERSITY, a Scottish charity registered under number SC000278 with its principal office at Riccarton, Edinburgh, EH14 4AS, United Kingdom.

and

ACK – STRATEGY FIRST INSTITUTE of #8, Ground Floor, Pan Chan Tower, Bagayar Road, Myaynigone, Sanchaung Township, Yangon, Myanmar.

WHEREAS

- (A) Heriot-Watt University has developed the taught programmes; and
- (B) Heriot-Watt University wishes to market and deliver the Programme in Myanmar through an Approved Learning Partner; and
- (C) Heriot-Watt University wishes to manage this partnership through Heriot-Watt University Malaysia with registration number 967165-K and with operating address #1, Jalan Venna P5/2, Precinct 5, 62200 Putrajaya, Malaysia.
- (D) ACK - Strategy First Institute has agreed to accept appointment as an Approved Learning Partner in Myanmar.

SECTION A

NOW, THEREFORE, the parties have agreed as follows:

1 DEFINITIONS

"Awarding Body" shall mean Heriot-Watt University, of Riccarton, Edinburgh, EH14 4AS, United Kingdom.

"Approved Learning Partner" shall mean ACK - Strategy First Institute which has been accepted as an Approved Learning Partner by Heriot-Watt University.

"Approved Teacher/Tutor" shall mean a teacher/tutor who has been accepted as such by Heriot-Watt University under its Approved Teacher/Tutor procedures.

"Course" shall mean a unit of study within a Programme assessed by examination or by other means.

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"Enrolment" shall mean where a person agrees to become a student of Heriot-Watt University by formally agreeing to abide by the University's Statutes, Ordinances and Regulations, Policies and Procedures, and to become liable for fee payments.

"Programme" shall mean the Programme(s) of study detailed in the 'Approved Programmes Schedule(s)' hereof.

2 COMMENCEMENT AND DURATION

- 2.1 This Agreement shall commence on September 2018 ("the Commencement Date") notwithstanding the date or dates of signature.
- 2.2 This Agreement shall subsist for a period of three years (other than the fees) from the Commencement Date subject to satisfactory academic approval through the Awarding Body's Internal Audit process. The parties shall review and evaluate the operation of all matters under this Agreement prior to the second anniversary of the Commencement Date. Any amendment to this Agreement shall be made in writing.
- 2.3 At the signing of this Agreement all Programmes and the partnership arrangements are fully validated. Academic re-approval will be undertaken on a three-year cycle as part of the Internal Audit process, according to the general timetable specified by the Awarding Body for all of its degree Programmes, which will not normally coincide with the three-year anniversary of the Commencement Date. Students may only be accepted onto fully validated Programmes
- 2.4 The Approved Learning Partner shall display a certificate indicating that it is an Approved Learning Partner of the Awarding Body. The certificate shall be supplied by the Awarding Body.
- 2.5 The parties shall keep each other informed and consulted on all material matters concerning this Agreement.

3 APPROVAL

- 3.1 The Approved Learning Partner shall be responsible for ensuring that it has the necessary statutory and regulatory approvals as apply within their country of operation to deliver the Programmes. The Approved Learning Partner must inform the Awarding Body of any changes within thirty days.
- 3.2 The first cohort of students will only be enrolled once the Approved Learning Partner has provided evidence that it has the necessary statutory and regulatory approvals to offer the Programmes.

4 DISPUTE RESOLUTION

- 4.1 In the event of any dispute arising between the parties hereto in respect of the terms of this Agreement or the operation of the Programme(s), the dispute shall be referred to a committee of three people, consisting of the Principal of each party or nominated representative and an independent third party agreed by the parties. The third party shall act as chairman of the committee. The committee shall act in good faith and use all reasonable endeavours to resolve the dispute to the mutual satisfaction of the parties.

5 THE PROGRAMME OF STUDY

- 5.1 Under this Agreement, the Programme(s) to be offered by the Approved Learning Partner will comprise courses of study as detailed in the 'Approved Programmes Schedule(s).
- 5.2 Schedules may be added or updated at any time with agreement by both parties to add additional Programmes or document changes to the existing Programmes.
- 5.3 Courses available, within the Programme, and their content, are subject to change by the Awarding Body, giving a minimum of three months' notice prior to the implementation of the change.
- 5.4 Where there is a version of the Programme delivered at a campus of the Awarding Body, the academic standards and the learning outcomes of the Programme delivered through this Agreement will be identical to that of the on-campus version.
- 5.5 Programmes may be withdrawn by the Awarding Body or the Approved Learning Partner by mutual agreement, subject to satisfactory teach-out arrangements put in place by both parties.

6 PROGRAMME DELIVERY & LEARNING SUPPORT

- 6.1 The minimum level of service to be provided by the Approved Learning Partner under this Agreement is detailed in Section B 'Roles and Responsibilities'. Failure to meet the minimum level of service will entitle the Awarding Body to terminate this Agreement by giving a minimum of three months' notice in writing to the Approved Learning Partner.
- 6.2 All teaching and tutoring will be in English.

7 ASSESSMENT

- 7.1 All examinations and summative assessments will be set and the marking undertaken by the Awarding Body, and will be the sole determinant in awarding credits and grades for the study undertaken.
- 7.2 All examinations will be set and conducted in accordance with the Awarding Body's regulations and procedures.
- 7.3 The Programme will be assessed in the English language, unless otherwise agreed by the parties.
- 7.4 The Awarding Body will administer all aspects of the arrangements for the examination dates and location.
- 7.5 The Awarding Body will be responsible for co-ordinating and collecting information on examination results, and for passing this information to the Approved Learning Partner in a timely manner.

8 STUDENT RECRUITMENT AND ADMISSIONS

- 8.1 All publicity and promotional information prepared by the Approved Learning Partner which refers to the Programme must be approved by the Awarding Body prior to publication. All such information should adhere to the Awarding Body's brand guidelines. Any breach of this clause will entitle the Awarding Body to undertake rectifying action and may lead to termination of this Agreement at the sole discretion of the Awarding Body.
- 8.2 The Approved Learning Partner will be responsible for student recruitment and for the provision of information on prospective Programmes to existing and potential students and for obtaining at least the minimum student number stated in the 'Approved Programmes Schedule(s)'.
- 8.3 The Awarding Body and the Approved Learning Partner will agree normal entry requirements for potential students. The minimum entry requirements to the Programme are listed in the 'Approved Programmes Schedule(s)' attached. The Approved Learning Partner shall endeavour to ensure that potential students meet the minimum entry requirements before forwarding student application details to the Awarding Body.
- 8.4 The Approved Learning Partner shall forward the applications of potential students to the Awarding Body for its determination as to eligibility for enrolment. The Awarding Body will have absolute discretion in admitting students onto the Programme at the appropriate entry point.
- 8.5 Students will not be enrolled for the Programme without having paid the appropriate fees to the Approved Learning Partner, in accordance with the fee payment terms outlined in Section 15 and 'Approved Programmes Schedule(s)'. Once a student has been accepted on to a Programme, he/she must complete the appropriate Enrolment Forms for the Awarding Body.
- 8.6 Enrolment of students and the assessment of their eligibility to undertake the Programme shall follow the standard procedures of the Awarding Body.

9 PROGRAMME ADMINISTRATION

- 9.1 All academic matters related to the Programme will be governed by the Awarding Body's Ordinances and Regulations.
- 9.2 All non-academic matters related to the Programme will be considered in accordance with the rules and procedures of the Approved Learning Partner.
- 9.3 Discipline cases, where these refer to irregularities concerning coursework or examinations, must be referred to the Awarding Body. The Awarding Body should also be notified of all discipline cases on a non-academic nature which have academic consequences for the students and/or reputational consequences for the Awarding Body or the Approved Learning Partner. In such cases the Awarding Body and the Approved Learning Partner shall agree the appropriate course of action to be taken.
- 9.4 Appeals relating to progression and degree classification must be referred to the Awarding Body.

- 9.5 The Awarding Body will be responsible for maintaining student records and the management of student progress. The Approved Learning Partner is also responsible for recording and maintaining appropriate student data.
- 9.6 The issuing of award certificates, results of examinations and transcripts, will be the responsibility of the Awarding Body.
- 9.7 Student complaints, where these refer to Programme content or delivery, should, in the first instance, be considered by the Approved Learning Partner. If the matter is not satisfactorily resolved at this level, students have the right to refer complaints to the Awarding Body. These will be considered in accordance with the Awarding Body's Student Complaints Policy.
- 9.8 The Approved Learning Partner will be responsible for providing conferencing facilities to enable the Awarding Body to conduct interviews relating to discipline, appeals or any other issue requiring such facilities. The conferencing facilities used in each instance will be agreed by the Awarding Body and Approved Learning Partner and may range from telephone services to internet-based audio-video conferencing or any similar means of instantaneous communication.

10 QUALITY ASSURANCE

- 10.1 The Approved Learning Partner must complete and return an Annual Programme Monitoring and Review Form. This will include data relating to admissions, progression and completion, details of quality assurance procedures, learning support, student feedback, and communication. The Approved Learning Partner will also provide the Awarding Body with a copy of any annual review, report, accreditation, approval or certificate which it requires to fulfil any national, ministerial or equivalent regulatory body condition to deliver the Programme.
- 10.2 The Approved Learning Partner will be responsible for the development, co-ordination and maintenance of local quality assurance procedures. Arrangements for quality assurance at the Approved Learning Partner will be no less rigorous than the arrangements operating at the Awarding Body.
- 10.3 Failure to maintain academic standards and the quality of Programme delivery will entitle the Awarding Body to terminate this Agreement by giving a minimum of three months' notice in writing to the Approved Learning Partner.
- 10.4 The arrangements will include provision for:
 - (a) Adequate monitoring, including regular visits by staff from the Awarding Body or its agents to verify the accessibility and appropriateness of learning facilities such as library, computing and laboratory provision and other relevant support services and to ensure that agreed procedures are being carried out effectively.
 - (b) Clear and supported administrative systems to provide reliable and accurate information to the Awarding Body on the operation and management of the Programme, including their quality control systems, as listed in Section B 'Roles and Responsibilities'.

- (c) The availability of designated Awarding Body and Approved Learning Partner staff for consultation, and effective systems of communication between the parties

10.5 All academic matters are the exclusive responsibility of the Awarding Body. All non-academic matters shall be dealt with in the first instance by the Approved Learning Partner. All students will have the right of appeal to the Awarding Body against any decision of the Approved Learning Partner.

10.6 The details for assuring both parties of the quality and standards are outlined in Section B 'Roles and Responsibilities'.

11. DATA SHARING

11.1 The Approved Learning Partner acknowledges its obligations as a Data Processor for the Awarding Body in accordance with Section 1:1 of the UK Data Protection Act, 1998. This is a UK Compliance requirement no matter where the Approved Learning Partner or students are based. The Approved Learning Partner will only process students' personal data in accordance with instructions from the Awarding Body. This applies to data protection and student records management policies of the Awarding Body and other specific instructions or standing instructions of general application. The Approved Learning Partner must also act in accordance with other applicable laws in the relevant jurisdictions.

11.2 Unless otherwise agreed in writing, the Approved Learning Partner shall only process students' personal data to the extent necessary for the carrying out of its obligations under this Agreement or as is required by law.

11.3 The Approved Learning Partner warrants and undertakes that it shall:

- (a) implement appropriate technical and organisational measures to protect students' personal data against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure; and provide a written description of the methods employed, and systems used, for processing Personal Data, subject to ~~reasonable and appropriate confidentiality undertakings, within any timescales~~ required by the Awarding Body;
- (b) obtain prior consent from the Awarding Body in order to transfer student personal data for processing by sub-contractors or other third parties; (this is an obligation of the Awarding Body as a Data Controller under the Eighth Data Protection Principle set out in Schedule 1 of the Data Protection Act 1998 ie to ensure protection of rights and freedom of data subjects in processing their personal data:
- (c) during the term of this Agreement comply with all applicable laws, regulations, and codes of practice in connection with its data processing obligations under this Agreement;
- (d) deliver to the Awarding Body the full names and home addresses, and other personal data as set out in the Student Records Management Policy of the Awarding Body, of all students enrolling for the Programme;
- (e) without limitation to the generality of the foregoing, at the time when it collects any students' data, provide the students with the Privacy Notice information specified by

the Awarding Body for such purpose. The Privacy Notice for student and applicant data is available from:

<http://www.hw.ac.uk/registry/resources/studentpersonaldatastatement.pdf>

- (f) not use student personal data in presentations, software demonstrations or for other training purposes;
- (h) allow the Awarding Body or its representative (subject to reasonable and appropriate confidentiality undertakings), to inspect and audit, the Approved Learning Partner's Data Processing procedures (and/or those of its agents, subsidiaries and Sub-contractors) and comply with all reasonable requests or directions by the Awarding Body to enable it to verify that the Approved Learning Partner is acting in full compliance with its obligations under this Agreement;
- (i) notify the Awarding Body (within five Working Days) if it receives a request from a Data Subject to have access to that person's Personal Data; or a complaint or request relating to the Customer's obligations under UK Data Protection Legislation; provide the Awarding Body with full cooperation and assistance in relation to any complaint or request made; provide the Awarding Body with any Personal Data it holds in relation to a Data Subject within the timescales required by the Awarding Body to comply with a data access request within the timescales set out in the UK Data Protection legislation;
- (j) apply the student records retention policies set out in the Student Records Management Policy of the Awarding Body and undertake the prompt and secure destruction of all locally processed student personal data in all formats, (other than the records transferred to the Awarding Body under section 11.3d of this agreement) when it is no longer required for the purposes of carrying out of its obligations under this Agreement or as is required by law.
The Student Records Management Policy is available from:
<http://www.hw.ac.uk/registry/resources/studentrecordsmanagement.pdf>
- (k) accept liability for misuse or breach in use by its staff or contractors of personal data processed for the Awarding Body, and shall indemnify the Awarding Body against any ~~loss or damage incurred by Heriot-Watt University arising from such misuse or breach~~

12. CONFIDENTIALITY

- 12.1 Unless otherwise agreed between the parties in writing, the parties and their respective representatives, officers, employees, agents and advisors will keep in the strictest confidence all information received hereunder including, but not limited to, fees, fee sharing arrangements, student numbers, pass rates, etc.
- 12.2 Neither of the parties hereto shall, unless required by law (either before or after the termination of this Agreement), disclose to any person not authorised by the relevant party to receive the same, any information relating to such party or to the affairs of such party or which the party disclosing the same shall have received during the period of this Agreement and each party shall use its best endeavours to prevent any such disclosure.
- 12.3 Neither of the parties hereto shall, save as required by any applicable law or regulations, cause to be made any public announcement about this Agreement or the business and affairs relating to the same without the prior written consent of the other party.

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- 12.4 If the Awarding Body receives a request under the Freedom of Information (Scotland) Act 2002 or the Environmental Information (Scotland) Regulations 2004 to disclose any information that, under this Agreement, is the confidential information of the Approved Learning Partner, it will notify the Approved Learning Partner within five working days and will consult with it. The Approved Learning Partner will respond to the Awarding Body within five working days after receiving the notice, providing information to assist the Awarding Body to determine whether or not an exemption to the Freedom of Information (Scotland) Act applies to the information requested.

13. NOTICES

- 13.1 Any formal notice or communication between the parties hereto must be in writing. In the event of any dispute, the English text of such notice or other communication between the parties hereto shall prevail to the extent of any inconsistency.

- 13.2 Any notice to any party hereto shall be sufficiently served if:

- (a) delivered personally to the place of business or the offices of the parties as stated herein or at such other addresses notified to each other in like manner as provided herein, in which case the addressee will be deemed to have received the notice of the time of delivery;
- (b) sent by prepaid registered post to the address of the addressee as given in this Agreement; and shall be deemed to be served on the tenth day following the date on which it is so mailed regardless of whether such letter is actually delivered by the postal authorities.

14. INTELLECTUAL PROPERTY RIGHTS

- 14.1 The intellectual property rights contained in all Programme materials and presentation materials produced or provided by the Awarding Body for the Programme are, and remain the property of, the Awarding Body. Save as may be necessary for the fulfilment of this Agreement no licence, sale, loan or transfer of the said intellectual property rights is made hereunder.
- 14.2 The Programme materials and presentation materials provided in accordance with this Agreement are to be used exclusively for the delivery of the Programme and may not be used for any other purpose, without the prior consent in writing of the Awarding Body.
- 14.3 No transfer of ownership of Programme materials and presentation materials is inferred by this Agreement. On termination of this Agreement all electronic and hardcopy forms of materials supplied for the purposes of tutorial support must be returned to the Awarding Body.

15. FEES AND PAYMENT

- 15.1 All fees chargeable in respect of the Programme are detailed in the 'Approved Programme Schedule(s)' and all subsequent modifications thereafter.
- 15.2 All fees will be reviewed and agreed annually.
- 15.3 Fees shall be set by agreement between the Awarding Body and the Approved Learning Partner. The fee level shall be set at a date to be mutually agreed by both parties as detailed in the Approved Programme Schedule(s) *(All fees are exclusive of VAT, any service tax, withholding tax or other local government tax that might be levied on any part of the gross student fee. The Approved Learning Partner is responsible for payment of any such tax that is, or may be, applied.)*
- 15.4 No additional charges will be made to the students above the level of the fee mutually agreed by the Awarding Body and the Approved Learning Partner other than those as detailed in the 'Approved Programme Schedule(s)'.
- 15.5 The tuition fee consists of a gross student fee payable by the student to the Approved Learning Partner. The Approved Learning Partner deducts any support fee agreed and due to it, and remits the balance (the Programme fee) to the Awarding Body.
- 15.6 The Approved Learning Partner shall collect the gross student fee from each student prior to Enrolment of the student each year.
- 15.7 All payments shall be made by the Approved Learning Partner to the Awarding Body monthly in arrears.
- 15.8 Payment by the Approved Learning Partner shall be made against 30 day invoices for the full Programme fee issued by the Awarding Body. The liability for Programme fee payment shall be in accordance with the Approved Programme Schedule(s).
- 15.9 Approved Learning Partners who fail to pay their full instalment by the due date shall be charged a late penalty of 4% on the outstanding balance of the instalment 30 days after the due date. ~~The late payment of the Programme fee to the Awarding Body will result in a penalty invoice issued to the Approved Learning Partner, who will, where relevant, collect the interest fee from the student.~~
- 15.10 Students may be liable to pay a separate examination fee, levied directly by the Awarding Body, including for re-assessment.
- 15.11 If any student is in debt to either the Awarding Body or Approved Learning Partner, the Awarding Body may, after reasonable notice has been given to the student, exclude the student from taking examinations or assessments in accordance with the Ordinances and Fees Policy of the Awarding Body. Such students may be deemed ineligible to receive a degree or other award.

16. TERMINATION

- 16.1 Except as otherwise provided in this Agreement, this Agreement may only be terminated by the mutual consent of the parties, or by one party giving twelve months written notice in advance to the other party. In the event of early termination of this Agreement at the instigation of the Approved Learning Partner, the Approved Learning Partner shall ensure that arrangements are secured to the satisfaction of the Awarding

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Body to support enrolled students so that students who wish to continue their Programmes are not prejudiced.

- 16.2 If it becomes apparent to the Awarding Body that the Approved Learning Partner has breached any clause within the Agreement, the Awarding Body may terminate the Agreement with immediate effect. In every case, the Awarding Body and the Approved Learning Partner will work together to agree on the appropriate 'teach-out' period for the remaining students who are studying on the Programme(s).
- 16.3 The minimum number of students for each intake for each Programme is stated in the 'Approved Programmes Schedule(s) hereto. Failure to achieve the minimum number over three consecutive intakes may be grounds for terminating this Agreement.

17. FRANCHISE

- 17.1 The Awarding Body is not granting a franchise to the Approved Learning Partner and the Approved Learning Partner will not pay a franchise fee to the Awarding Body in connection with this Agreement or any prior agreement, understanding or arrangement between them. Nothing contained in this Agreement shall be construed as establishing a partnership or joint venture or agency between the Awarding Body and the Approved Learning Partner.

SECTION B

ROLES AND RESPONSIBILITIES

This Section of the Agreement describes the responsibilities of the two partners and describes how the business will be conducted to deliver high quality education to the students. This Section forms part of the contract but it is recognised that some of the detail will vary from year to year as developments take place. The details in this Section may be changed with the agreement of both parties.

Approved Learning Partner: contact information

ALP Name (Please provide full name)	ACK - Strategy First Institute
Address	#8, Pan Chan Tower, Bagayar Road, Myaynigone, Sanchaung Township, Yangon, Myanmar.
Website	http://www.strategyfirstinstitute.com/

Institution Head (name and contact details)	AUNG CHIT KIN E-mail address: aungchitkin@mystrategyfirst.com Telephone number: +959 250 7171 66~68
Programme Director (name and contact details)	DR NI LAR WIN E-mail address: nilarwin@mystrategyfirst.com Telephone number: +959 250 7171 66~68
Administrator (name and contact details)	AUNG KYAW HTAY E-mail address: aungkyawhtay@mystrategyfirst.com Telephone number: +959 250 7171 66~68

Section 1: Support of student learning and the Approved Learning Partner

The Awarding Body is responsible for:

- Providing access to materials in electronic format via the University VLE and ensuring that programme materials for each course is updated on a regular basis
- Arranging to make course changes, including course developments
- Admission of students onto the Programme
- All academic matters related to the Programme/Maintenance of student records
- Issuing of results and transcript of performance
- Providing support for ALPs, including a visit schedule.

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- Provision of contact details for key contact people.
- All Quality Assurance arrangements (see Section 2)
- Providing information on access to library services
- Providing information on access to VLE
- Providing information on access to Careers Services
- Providing information on access to Student Services

Section 2: Quality Assurance Arrangements

The Awarding Body is responsible for:

- The quality and standard of all its Programmes and awards.
- Approving the Approved Learning Partner and Approved Tutors for the Programme.
- Ensuring that all procedures and decisions are based on criteria which are systematic and open to scrutiny and follow the Policies and Guidelines of the Awarding Body.
- Establishing arrangements for monitoring and reviewing the Approved Learning Partner on a continual basis.
- Annual monitoring procedures and report to include feedback mechanisms on teaching and performance of students.
- Setting and marking of all summative assessments.

Section 3: Support for Staff at the Approved Learning Partner

TO BE COMPLETED BY THE SCHOOL AND THE APPROVED LEARNING PARTNER

The Awarding Body requires oversight of support for staff at the Approved Learning Partner.

It is the responsibility of both the Awarding Body (School) and the Approved Learning Partner to ensure that the appropriate mechanisms are in place to support and develop the staff involved in delivery of the Programme(s).

3.1 Approval of Staff at the Approved Learning Partner

- a) Please provide confirmation that staff at the Approved Learning Partner are approved appropriately through the University's Approved Tutor, Teacher, Marker scheme.

Please see the attached files for the approved tutor application forms and their credentials.

- b) Please provide information on the arrangements in place at the **Approved Learning Partner** to support staff and provide them with development opportunities.

New staff at Strategy First are always paired with current staff when they join the Institute. Every member of staff receives a staff handbook that consists of standard operating procedures of daily operations and rules and regulations of Strategy First. New staff also have to attend compulsory training offered by the Institute. Strategy First is going to strengthen the pool of its staff through recruiting new qualified lecturers while investing in existing lectures, especially those who have limited exposures to the international education systems and standards. There will be many activities and measures to promote the qualifications and skills of staff members.

- c) Please provide details of the measures in place within the **School** to support a range of staff at the Approved Learning Partner to understand fully the delivery and management of the programme.

This is undertaken on an ongoing basis through interaction between academic and professional services staff within the School with management, tutors and admin staff at Strategy First to ensure quality of the programmes.

3.2 Provision of Training for staff at the Approved Learning Partner

- a) Please provide details of the measures within place in the **School** to train staff at the Approved Learning Partner, both at the approval stage, including the approval of a new Tutor, and as an ongoing activity

- Potential candidates are required to fill in the Approved Tutor Form, together with the relevant certifications, CV and submit to the School for review.
- The potentials candidates will be interviewed by the ALP and the following checks will have to be conducted :
 - ALP will verify the the candidate's qualifications and certifications.
 - Candidates will have to make a declaration and give consent to the ALP to verify the authenticity of their highest qualifications using the Lecturer Declaration Form. The ALP will then proceed to contact the candidate's education provider to verify the said qualifications.
- Upon approval by the School DLT, the School will conduct on-line induction and training for the approved candidates via Skype / Blackboard Collaborate Ultra. The training session will be conducted by the Course Leaders at Malaysia campus.
- Annually, Malaysia campus shall conduct a staff development programme for the approved tutors at the ALP's site. The first one will be conducted before the commencement of the MSc programme in September 2018.

- b) Please provide details of the measures in place at the **Approved Learning Partner** to provide local training to new staff involved in the programmes.

Staff Development will be led by Dr. Sein Min, Academic Director and Dr. Ni Lar Win, Head of Engineering at Strategy First Institute. Strategy First always encourage the existing staff to pursue higher education. Strategy First provides internal training, workshops, and short courses for the lecturers at the institute. In addition, Strategy First also has special English classes for lecturers and staff. Lecturers are supported to attend seminars, conferences, and training courses hosted by the professional associations, American Center and British

Embassy in Yangon. Additionally, Strategy First also planned to send their teachers abroad for short courses and trainings in the near future. Lecturers also received the faculty training on teaching methodology. We have two types of training: internal training conducted by Academic Director and external trainings including Postgraduate Certificate in teaching in higher education (PGCHE).

3.3 Provision of support for Staff at the Approved Learning Partner

Please provide details of the measures in place within the **School** to ensure ongoing communications and support with the Staff at the Approved Learning Partner.

There is ongoing dialogue on both academic and administrative matters between relevant staff at HWU and SF to support the effective delivery and management of the programmes. This includes academic matters to do with individual tutors and the course material, delivery, assessment and exam board processes in addition to administrative matters in the operation of the programmes.

3.4 Development and Enhancement Opportunities

Please provide information on the opportunities available for development and enhancement activities arising from the Approved Learning Partner arrangement (School and Approved Learning Partner).

There are no specific development and enhancement opportunities attributable to this particular agreement. However operation of the partnership does develop the Schools experience of multi-mode, multi-location delivery of programmes. This is reviewed and evaluated through the annual partner monitoring processes.

Section 4: Programme Delivery and Learning Support

TO BE COMPLETED BY THE APPROVED LEARNING PARTNER

Tell us about your institution's mechanisms for the delivery of courses and the provision of student support. Please complete the following sections:

Strategy First deliver the Programme in accordance with the approved curriculum and assessment strategies, as set out in the Programme Specification from the University and in the Module descriptions. Strategy First will provide an up to date programme handbook, prepared according to the format prescribed in the University's Quality and Standards Handbook, to include the approved programme specification and clear information about the policies, regulations and procedures which apply to the programme; and approved by the university through a properly constituted approval or periodic review panel. The handbook will be updated annually by Strategy First, in consultation with the University Liaison Manager. Strategy First is responsible for the provision of academic and pastoral support to students enrolled on the Programme, and must provide access to those student with disabilities to the best of their ability. Strategy First seek in-country experts to help ensure that facilities are adapted where they do not possess expertise themselves.

4.1 TEACHING

It should be noted that the delivery of courses will require staff who are Approved Tutors. An Approved Tutor form with CV should be submitted for each member of staff.

Please provide details within the Schedule(s) of Approved Tutors/Teachers and what they are approved to teach/intend to teach, including the approval status (approved, pending approval)

Please see the attached files for the approved tutor application form and their credentials.

LEARNING SUPPORT

4.2 Learning materials

Can you confirm that students are provided with access to VISION?

The students will have access to VISION upon registration with the University. They will also have the access to the learning resources provided by the University.

4.3 Student lecture/ tutorial rooms

Please provide details. (Such as number of classrooms, capacity and equipment included)

Lecture/Tutorial Rooms	Capacity	Equipment
8	30 to 50	Projector, Projector Screen, Sound System, Whiteboard, Wifi, Audio Download System
2	60 to 80	Projector, Projector Screen, Sound System, Whiteboard, Wifi, Audio Download System, Smart TVs
1	90 to 140	Projector, Projector Screen, Sound System, Whiteboard, Wifi, Audio Download System, Smart TVs
1	253	Projector, Projector Screen, Sound System, Whiteboard, Wifi, Audio Download System, Smart TVs

4.4 Student study areas

Please provide details. (Such as number, capacity and equipment included)

There are three learning spaces available for the students with the total capacity of 80 students. The students are able to access the internet via their own devices or access the internet with the device provided. Periodic journals and magazines are also provided for the students.

4.5 Library facilities

The ALP must provide:

- access to in-house library facilities to support student study and staff subject knowledge
- access to suitable current in-country academic library facilities to support student study and staff subject knowledge
- The capacity to directly borrow materials from in-country academic library facilities
- Information skills support and instruction from in-country academic library facilities

(please refer to the Information Services Requirements Checklist, that must also be returned with this Agreement)

Strategy First is responsible for the provision of the following learning resources to support the delivery of the Programme:

- a. Library resources (will need to do in consultation with the University and Strategy First Module Leaders)
- b. e-database for journal access "EBSCO Business Source Complete"
- c. Computer facilities and commensurate study spaces for both individual and group work
- d. Student recreational facilities
- e. A Virtual Learning Environment (VLE) which at Strategy First is known as "My Strategy First"

4.6 Computer (IT) facilities

The ALP must provide:

- A full range of personal IT and printing facilities on premises
- A suitably robust in-country IT network infrastructure
- A suitably current suite of IT Applications to support student study and access to the Awarding Body's online resources
- An in-country HelpDesk support to enable connection of privately-owned IT equipment to the Awarding Body's online resources, either via the net or wifi

(please refer to the Information Services Requirements Checklist, that must also be returned with this Agreement)

All the students are able to access the computer lab, the school intranet, the internet and all the computers are equipped with suite of IT applications that support student learning. The printing and copying facilities are also available on the premises for the students.

4.7 Any other information about facilities

Section 5: Student support, communication and representation

TO BE COMPLETED BY THE APPROVED LEARNING PARTNER

5.1 Tutorial support

Please provide details of the tutorial support which you would provide. (This might include a breakdown of the teaching schedule for a typical course)

Strategy First will deliver the Programme in accordance with the approved curriculum and assessment strategies, as set out in the Programme Specification and in the Module descriptions.

5.2 Communication and representation

(School)

AgreementDate

Updated:25/04/2018

ALP Initials: *XX*

Academic Registry

Please provide information on your policy regarding staff/student and student/student representation and communication – and its influence on your operations.

Strategy First Institute is committed to involving students in its decision-making. The Programme Team encourages students to become involved with their programme(s) via a system of Student Representation. Student representatives are elected by a variety of methods via your Head of Student Support. It is the Strategy First's responsibility to establish appropriate mechanisms for eliciting feedback from students on the quality of their learning experience, and to ensure that the issues raised are considered by the Programme Committee. Student feedback derived from Module evaluation forms, meetings with the University Liaison Manager and feedback from elected student representatives shall be tabled as a standing item on the agenda of all Programme Committee meetings and agreed actions recorded as a formal minute.

5.3 Orientation

Please provide information on orientation, induction, advice and assistance which is offered to new students to prepare them for their studies.

The induction programme will take place over the first week of the semester one and will be integrated with the start of teaching. It will be offered to all students. The following items will be included during the induction.

1. Meet and greet (Ice Breaker), including the academic and academic support team
2. Campus tour
3. Programme Introduction
4. Academic Rules and Regulations
5. Finding and utilising the quality recourse
6. Referencing and Plagiarism

5.4 Academic counselling and advice

Please provide information on the counselling and advisory services available to support students in their studies. (To include details of how students access their tutors and whether any mentoring schemes are in place).

Any student feeling the need for counselling in relation to either academic or personal problems should contact the Head of Student Support for assistance. It is the responsibility of the student to ask for assistance. However, a lecturer may also refer a student at any time for appropriate counselling as deemed necessary to further the success of the student. Those needing to contact the Institute are advised to call the Institute at (+95) 9 250 717166-68 during normal working hours.

5.5 Any other information about support services

5.6 Examinations and assessment

- a) Please provide information on the intended methods of teaching, including evaluation procedures to ensure that students are prepared for assessment.

The overarching aim of the assessment is to use assessment to both measure student achievement of programme learning outcomes and to promote student learning and engagement.

Within this broad aim, the Programme Team seeks to implement an assessment strategy in line with the assessment policies and procedures provided by the University. Regarding the evaluation, at the end of each module the students will be asked to complete and submit an evaluation of the module. The questionnaire will ask the students to evaluate the lectures, tutor input and the assessment. We assure that the student's feedback has no impact on the marks and encourage the students to be honest. The constructive feedback enable us to develop and continuously improve the programme. The results of the Student Module Evaluations are discussed as part of the meeting, with Student Representatives present.

- b) Heriot-Watt examination policy- can you confirm that your staff understand the processes and procedures of the examination process? (*The University's Guidelines on Examinations are available at <https://www.hw.ac.uk/students/studies/examinations.htm>*)

Dr Ni Lar Win, head of engineering department, will be conducting the workshop on Heriot-Watt examination policy to all the related staff to ensure that all the staff understand the processes and procedures of the examination process.

Section 6: Academic standards and quality assurance

TO BE COMPLETED BY THE APPROVED LEARNING PARTNER

*The **Approved Learning Partner** will be responsible for ensuring that the quality assurance procedures and practices are in place.*

*The **Approved Learning Partner** will provide evidence of the robustness and reliability of quality assurance and control procedures at programme and organisational levels, and ability to meet the requirements of the Awarding Body. **Evidence of the following is requested:***

6.1 Sound quality management at all levels

Please provide information on the quality assurance processes/regulations in place at your institution and indicate where the Heriot-Watt University Programmes will fit into the regulatory structure. (This could include submission of your Quality Assurance manual and/or description of the name and function of responsible Boards/Committees)

Strategy First is responsible for putting in place effective measures to induct, and to monitor and assure the proficiency of, staff teaching on the Programme. CVs for new staff must be sent to the University Liaison Manager for approval. Strategy First is responsible for ensuring that staff teaching on the Programme have access to, and funding for, relevant staff development opportunities to enable them to continue to meet the University's requirements for the proficiency of staff delivering Programmes leading to its awards, and to ensure that their teaching and assessment practices meet the expectations of the sector as articulated within the UK Quality Code. Strategy First will also ensure that staff has adequate time to undertake development opportunities. Strategy First is responsible for abiding by these procedures set out by Heriot-Watt University, with the support of the University Liaison Manager.

6.2 Administrative support systems and quality assurance arrangements at programme and organisation level

Please provide information on the processes in place at your institution to support the administrative functions such as admissions, finance and fee administration.

(School)

AgreementDate

Updated:25/04/2018

ALP Initials: *ALP*

Academic Registry

Regarding the administrative support, we have Recruitment (marketing) team working on the recruitment plans and marketing activities in order to attract the potential students, Admission and Student Support team working on the admissions and providing necessary support for the student during their studies and Finance and Account team taking care of the financial obligations.

6.3 Provision for staff appointment, induction and development

Please provide information on the processes in place at your institution to ensure the appointment, induction and development of appropriate staff.

We have the procedures, policies and checklist in appointing new staff and developing the current staff. We have developed new staff interview checklist, induction orientation checklist for the new staff coming in. We also have the quarterly appraisal system where the staff are appraised quarterly. As an education company, we also focused in developing the appropriate staff with the skills they need.

6.4 Student feedback procedures

Please provide information on the student feedback mechanisms in place at your institution.

It is the standard mechanism that the student service personnel will need to collect the student feedback on the third week and the final week of each semesters for each module. After collecting the first feedback, the student service team will compile the results and if there is any feedback regarding the teaching or the facilities, the management team will take the actions immediately so that the current students can benefits from the feedbacks they provided. After collecting the final feedback, the team will then compare the first feedback against the final feedback and report to the management team. All the feedbacks are collected anonymously. The following items are asked in the feedback form.

1. Overall opinion of the class
2. Lectures' teaching style
3. Lecturers' teaching proficiency
4. Opinion on the class activities
5. Student service quality
6. Qualities of the school's facilities
7. Practically of the lecturers' lecture
8. Meet with your expectation before class

6.5 Student complaints procedures

Please provide information about your student complaints procedures.

Student Complaints Procedures is listed below.

- i. All complaints and concerns should try to be resolved by the student in discussion with the Module Leader, Programme Leader or the Academic Director in the first instance. If an issue cannot be resolved then the formal Strategy First student complaints procedure shall be followed, as detailed below;
- ii. Any formal complaint should be addressed to Student Services at Strategy First Institute, either by email or letter. The complaint will be acknowledged within 24 hours in writing. Student Services can provide support and guidance to students regarding the process. It is the student's responsibility to provide any relevant evidence to support their complaint.

Student Services (with the support of the Academic Director) will investigate any complaint involving a Module Leader or other member of teaching staff and will inform staff of their recommendations. Once the investigation is completed, students will be informed of the results;

- iii. All complaints are dealt with in the first instance via the Strategy First complaints procedure listed here. All complaints will be reported to the University via the University Liaison Manager. If a student is not satisfied with the Strategy First complaints procedure, they may utilise the Heriot-Watt University complaints procedure, but only once it has been established no resolution can be found with Strategy First (see below (iv) for details of which type of complaint can be dealt with by the University).
- iv. Complaints that relate to quality of teaching, the learning experience or learning support or any other academic matter, such as disputes about standards of awards, marks/grades or the way academic misconduct has been dealt with or about assessment issues, are referred to the University complaints procedure as listed in (iii) above should the student be unsatisfied with the outcome of the Strategy First complaint procedure;
- v. Any non-academic issues such as facilities provided by Strategy First or a dispute regarding fees should be directed to Strategy First as listed in (i) above;
- vi. If students are unsatisfied with the Strategy First complaints procedure they may contact the Principal of Strategy First Mr Aung Chit Khin;
- vii. The complaints procedure will be communicated to students in the Programme Handbook;

6.6 Heriot-Watt University expectations and annual course monitoring and review

Can you confirm that your staff understand the requirements of the HWU annual monitoring and review process?

All our staff understand the requirements of the HWU annual monitoring and review process since we are also working with Edinburgh Business School (Heriot-Watt University) as their approved learning partner.

Section 7: Operational Plans

TO BE COMPLETED BY THE APPROVED LEARNING PARTNER

7.1 Governmental approval required

Please provide a summary of the regulatory body requirements for programme approval. If government approval has not yet been sought please indicate the approximate timescale for approval to be granted.

There are no regulatory body requirements for programme approval at the moment. We will be informed immediately by our head of engineering, Dr Ni Lar Win, if there is any requirements in the future since she is the committee member of Myanmar Engineering Council (MEC).

7.2 Insurance Coverage

Please provide a summary of your institutions' insurance coverage for all activities and practices which involve the Awarding Body's students (please refer to Section C, para. 1.4)

Not Applicable.

7.3 Health and Safety Services

Please provide a summary of your institutions' health and safety services and procedures (please refer to Section C, para 4.1)

Strategy First Institute is committed to ensuring the continuing health, safety and welfare of its employees and students. We also fully accept our responsibility for other persons who may be affected by the company's activities. We will ensure, so far as is reasonably practicable, that statutory duties are met at all times.

Strategy First Institute is committed to Health & Safety Policy, which is designed to promote the health, safety and welfare at work of all our employees/students by achieving the following:

- Providing adequate information, instruction and training to employees to ensure their competence.
- Undertaking suitable and sufficient Risk Assessments and Safe Working Procedures for all work activities to ensure a safe place of work.
- Providing and maintaining safe equipment and work place.
- Ensuring that adequate welfare facilities are provided, maintained, kept clean and serviceable.
- Ensuring that, where applicable, Contractors are suitably vetted and monitored to ensure they are aware of any inherent dangers at their place of work and they do not adversely affect any employee/student.

The safety of the individual will be paramount and this Policy will clearly reflect this requirement. The school will not allow, condone or connive in any unsafe practices, nor should any employee/student intentionally commit or connive with others in any unsafe act.

The school will discuss and exchange ideas relating to Health & Safety at work with their employees/students. Adequate facilities and arrangements will be maintained to enable employees/students and their representatives to raise issues of Health & Safety with the company. Every employee/student must co-operate to enable all statutory duties to be complied with. The successful implementation of this policy requires the whole-hearted support of all levels of management and employees/students and the acceptance by each individual of the responsibilities placed upon them.

The policy and all Health and Safety documents will be reviewed annually and if necessary revised to take into account any changes in the organisational structure or in the light of legislative changes.

7.4 Annual Reviews and Annual Reports

Please provide a summary (and copies) of any annual reviews and/or annual reports required to fulfil any national, ministerial, or equivalent regulatory body, requirement to deliver the Programme.

We don't need to fulfil the annual reviews or reports from any national, ministerial or equivalent regulatory body.

7.5 Date of first intake

September 2018

SECTION C

1. INSURANCE AND INDEMNITIES

- 1.1 Both parties will maintain policies of insurance sufficient to cover any negligent acts, errors or omissions in connection with their implementation of this Agreement.
- 1.2 Each party shall indemnify the other party and its employees, agents and contractors against any and all expenses, liabilities, losses, claims, damages and proceedings, arising from complaints about Courses or the Programme, or any other complaint of professional negligence arising in connection with the implementation of this Agreement, provided that the same shall be due to the negligence of the first party, its employees, agents or contractors.
- 1.3 Each party, in respect of any claim for which it will seek indemnity within the terms of this Agreement, shall:
 - as soon as reasonably practicable after becoming aware of the claim, provide the other with reasonable details of it and thereafter provide the other in a timely manner, with such information relating to the claim as may reasonably be requested from time to time by the other;
 - not make, and use its reasonable endeavours to, procure that there is not made, any admission of liability, except with the prior written consent of the other, such consent not to be unreasonably withheld or delayed;
 - take steps to protect the reputation of the other, as far as is reasonably practical;
 - keep the other reasonably informed of all material developments relating to, and regularly informed of the progress of, the claim;
 - use its reasonable endeavours to procure that the handling of the claim, including without limitation any resistance of or defence to it, is carried out and conducted in all material respects in accordance with such reasonable written directions as may be given by the other;
 - not settle or compromise the claim, and procure that the claim is not settled or compromised, except with the prior written consent of the other, which consent shall not be unreasonable, withheld or delayed.
- 1.4 The Approved Learning Partner shall provide the Awarding Body with information on the Approved Learning Partner's Insurance cover for the activities and practices which involve the University's students.

2. FORCE MAJEURE

- 2.1 If either party is affected by Force Majeure (any unforeseeable and insuperable event affecting the carrying out of this Agreement by either Party) it shall forthwith notify the other parties of the nature and extent of the Force Majeure.
- 2.2 No party shall be deemed in breach of this Agreement or otherwise be liable to the other parties by reason of any delay in performance or non-performance of any of its obligations hereunder to the extent that such delay or non-performance is due to any Force Majeure; and the time for performance of that obligation shall be extended accordingly.
- 2.3 If the Force Majeure in question prevails for a continuous period in excess of 6 months the parties shall enter into discussions with a view to alleviating its effect and to agree such alternative arrangements as may be fair and reasonable.

3. PREVENTION OF BRIBERY, CORRUPTION AND FRAUD

3.1 In accordance with UK Government requirements, the Approved Learning Partner shall:

- (a) comply with all applicable laws, regulations and sanctions relating to anti-bribery and anti-corruption including, but not limited to, the UK Bribery Act 2010 (Relevant Requirements);
- (b) not engage in any activity, practice or conduct which would constitute an offence under the Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK
- (c) comply with The Awarding Body's Ethical Business: Bribery Prevention Policy, which is located: <http://www.hw.ac.uk/policy/ethical-business-bribery-prevention-policy.pdf>
- (d) ensure that all persons associated with the Approved Learning Partner or other persons who are performing services in connection with this agreement comply with this clause 19.1

3.2 Prevention of Fraud

3.2.1 The Approved Learning Partner shall take all reasonable steps to prevent fraud by its staff, its shareholders, members, and directors in connection with the receipt of monies or falsification of records from the Awarding Body or payment to the Awarding Body.

3.2.2. The Approved Learning Partner shall notify the Awarding Body immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur within its organisation.

4. HEALTH & SAFETY

4.1 The Awarding Body has statutory obligations to its students under United Kingdom health & safety legislation. To ensure that the Awarding Body can meet those obligations and discharge its duty of care, the Approved Learning Partner shall provide the Awarding Body with the following information:

- (i) details of how the Approved Learning Partner manages health and safety, particularly relating to aspects of the activities and practices with which the student will be involved
- (ii) confirmation that risk assessments have been completed for activities and practices with which the student will be involved. Confirmation should also be provided to verify that the risk assessments and details of any necessary control measures are provided to the student.
- (iii) details of the Approved Learning Partner's arrangements to control emergency situations, such as fire.

4.2 The Approved Learning Partner should notify the Awarding Body immediately if an incident occurs which results in injury to a student enrolled on a Programme of the Awarding Body. This notification should be made by:-
e-mail to healthandsafetyservices@hw.ac.uk or telephone to +44131 4513900

5. EQUALITY & DIVERSITY

- 5.1 The Awarding Body has statutory obligations to its students under UK Equality legislation. The Awarding Body has an Equality & Diversity Policy that directs both compliance and proactive activities that relate to equality and diversity. The Approved Learning Partner will comply with the Awarding Body's policy where practicable. The Awarding Body shall pay due regard to non UK legislation that might be applicable to the Approved Learning Partner.

6. LAW

- 6.1 This Agreement shall be governed by and construed in accordance with Scots law. In the event of any dispute hereunder which cannot be resolved to the parties' mutual satisfaction, the dispute shall be submitted to the exclusive jurisdiction of the Scottish Courts.

SECTION D

IN WITNESS WHEREOF these presents, consisting of this and the preceding pages, together with the Schedule(s) hereto, are signed by the parties in duplicate as follows:

For Approved Learning Partner:

Name Aung Chit Khin

Position Managing Director

Date 23/07/18

For Heriot-Watt University:

Name  C. M. D. Reaney

Position Secretary of the University

Date 19-07-2018

Approved Learning Partner
APPROVED PROGRAMMES SCHEDULE
Schedule 1: School of EGIS (September 2018)

Programme Details	
Full Name of Approved Learning Partner	ACK - Strategy First Institute
Location and full address of the Approved Learning Partner	#8, Pan Chan Tower, Bagayar Road, Myaynigone, Sanchaung Township, Yangon, Myanmar.
Date of Commencement of this Schedule	September 2018
Name of Award (please provide the programme structure in an Appendix to this Schedule detailing the list of courses, credit level, student contact hours etc)	MSc/PgDip Construction Project Management
Entry Qualifications	Standard published entry requirements: A good honours degree or equivalent or combination of lesser qualifications and significant relevant industrial experience at the right level (assessed on case by case basis)
Learning Support by ALP if different to Section B of the main contract	None

* Credit level and effort are specified by the Awarding Body using the Scottish Credit and Qualifications Framework

Resources and Facilities	
Specific resources required to deliver the programme other than the basic infrastructure described in Section B of the agreement (e.g. classrooms, IT, Library)	None
ALP support if different to Section B of the main contract	NA

Approved Tutors, Approved Teachers, Approved Markers				
Name of Applicant	Position Sought	Courses to be Taught	Approval Status (pending/approved)	Dates of Approval
Khine Min Wai	Lecturer	D31PT Project Management: Theory and Practice	Approved	1 st May 2018
Ye Min Min Thane	Lecturer	D31VR Value and Risk Management	Approved	2 nd May 2018
Saw Sandar	Lecturer	D31PZ Contracts and Procurement	Approved	1 st May 2018

(School)

AgreementDate

Updated:25/04/2018

ALP Initials: 

Academic Registry

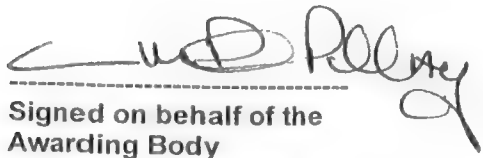
Ne Min Hein	Lecturer	D31PS Project Management: Strategic issues	Approved	1 st May 2018
Tun Myint	Lecturer	D31CG Construction Financial Management	Approved	2 nd May 2018
Khine Min Wai	Lecturer	D31PO People and Organisation Management in the Built Environment	Approved	1 st May 2018
Dr Toe Toe Win	Lecturer	D39TA Construction Technology 3	Approved	2 nd May 2018
Ye Min Min Thein	Lecturer	D41EP Urban Economy and Property Market	Pending Approval	
Dr Nilar Win	Lecturer	D31RZ Research Dissertation (CPMQS)	Approved	1 st May 2018
Khine Min Wai	Lecturer	D31RZ Research Dissertation (CPMQS)	Approved	1 st May 2018

Minimum number of students						
Two intakes per annum, number of students per intake listed		Sep 2018	Jan 2019	Sep 2019	Jan 2020	Sep 2020
	Per year	25	30	35	40	40

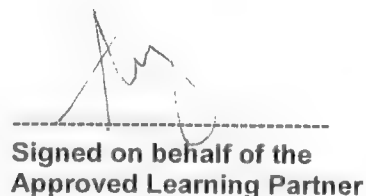
Fees (for specific details, see main Agreement, Clause 15)			
Fees at the commencement of the implementation of this Schedule	Gross Student Fee (charged to student)	Support Fee (retained by ALP)	Programme Fee (paid to Awarding Body)
	£tbc	£tbc	£4,000 for first 20 students per annum, £3,000 for additional students

The following additional fees are charged by the Approved Learning Partner which are not included in the above Gross Student Fee:

Type of Fee	Currency/ Amount
n/a	n/a


Signed on behalf of the
Awarding Body

Date: 14-07-18


Signed on behalf of the
Approved Learning Partner

Date: 23/07/18

(School)

Agreement Date

Updated: 25/04/2018

ALP Initials: ALP

Academic Registry

Dated 31st May 2018

OXFORD BROOKES UNIVERSITY

AND

STRATEGY FIRST INSTITUTE

LEARNING PARTNERSHIP AGREEMENT

BA (Hons) Business & Management

THIS AGREEMENT is made the 31st day of May 2018

BETWEEN

- (1) **OXFORD BROOKES UNIVERSITY** a UK higher education institution established under statute of Gipsy Lane, Headington, Oxford OX3 0BP ("**Brookes**") acting by its Registrar and Chief Operating Officer for the time being, Brendan Casey

AND

- (2) **STRATEGY FIRST INSTITUTE** a higher education institution established under a Myanmar higher education institution established under the directorate of investment and company administration, a government agency under the Myanmar Ministry of National Planning and Economic Development of #8, Ground Floor, Pan Chan Tower, Bagayar Road, Myaynigone, San Chaung Township, Yangon, Myanmar ("**SFI**") acting by its Managing Director and authorized signatory Mr Aung Chit Khin.

WHEREAS

- (A) On 16th and 17th October 2017 a meeting was convened ("**Approval Event**") at which a properly constituted validation panel of Brookes recommended the validation of the Programme (as defined below) to be delivered and supported by SFI on the terms and conditions set out below
- (B) Now SFI wishes to collaborate with Brookes in the delivery of the Programme on the terms and conditions set out below.

IT IS AGREED AS FOLLOWS:

1 DEFINITIONS AND INTERPRETATION:

- "Agreement"** means this document (the terms and conditions stated herein) together with its Schedule (Financial Schedule) and its two appendices (the validation report and the Operations Manual) attached hereto and any variation, amendment or modification of this document and/or its schedule and/or appendices duly made under the provisions of clause 21 (Variation) or otherwise as permitted herein.
- "APQO"** means the Academic Policy and Quality Office of Brookes.
- "Authorized Signatory"** means in the case of Brookes its Vice-Chancellor or his nominee currently Brookes' Registrar and Chief Operating Officer and in the case of SFI its Managing Director.

"Brookes's Quality and Standards Handbook"	means Brookes's handbook as amended from time to time at the sole discretion of Brookes dealing with approval, review and audit procedures and process of academic programmes the current version of which handbook is part of Brookes's Regulations and is available on the internet at: https://www.brookes.ac.uk/asa/apqo/
"Brookes' Regulations"	means Brookes' regulations for approved programmes of study as revised from time to time at the sole discretion of Brookes the current version of which regulations is available on the internet at: http://www.brookes.ac.uk/uniregulations/ Additionally the specific Brookes Regulations for Undergraduate Taught Programmes shall also apply and form part of the definition of "Brookes' Regulations" the current version of which regulations is available on the internet at: http://www.brookes.ac.uk/regulations/current/specific/b1/
"Commencement Date"	means 1 st June 2018.
"Conditions"	means the Conditions set out in the Validation Report.
"Contact Personnel"	means each Party's member of staff who has been identified to the other to be the main point of contact between the Parties for the purpose of this Agreement. In the case of Brookes, this shall be the Liaison Manager currently Mrs Claire Jones, Lecturer, Department of Business and Management, Oxford Brookes Business School who is nominee of the Dean of the Oxford Brookes Business School, and in the case of SFI this shall be the Dr Sein Min, Programme Lead and Academic Director at SFI and both roles are described in the Operations Manual (defined below).
"Contract Period"	means the period of time during which this Agreement is in force in accordance with clause 12 (Term).
"Examination Committee"	means the committee or board set up and run in accordance with Brookes's Regulations and as described in the Operations Manual to oversee the assessment of the Students and to recommend the conferment of an award where appropriate.
"Expiry Date"	means 31 st May 2023 i.e. a period of 5 years from Commencement Date of 1 st June 2018.

“External Examiner”	means that person appointed by Brookes as an external examiner for the purposes of the Programme in accordance with and for the purposes of carrying out the role set out in Brookes' Quality and Standards Handbook, in Brookes' Regulations and in the Operations Manual.
“Faculty”	means Brookes' Oxford Brookes Business School or any successor of such Faculty in its functions at Brookes in respect of the teaching of business and management.
“Intellectual Property”	means all inventions, creations, improvements and/or discoveries including without limitation all utility models, registered and unregistered designs, registered and unregistered trade marks, topography, data, databases, computer software, know-how, technical and confidential information, trade and business names and goodwill, process and methodology (whether or not all of the same are registered) and anything analogous to any of the foregoing in any part of the world
“IPR”	means all legal rights including but not limited to copyright, patents and design rights pertaining to the ownership and use of any Intellectual Property whether background or foreground in any jurisdiction and in any part of the world.
“Operations Manual”	means the manual produced by Brookes which sets out the processes dealing with the day to day management of the Programme and ancillary arrangements between the Parties, such manual being amended from time to time in accordance with the provisions contained in the Operations Manual (the version of the Operations Manual current at the date hereof being appended as Appendix B).
“Party”	means Brookes or SFI and “Parties” shall be construed as the plural accordingly.
“Programme”	means the course of study as validated pursuant to the Approval Event and leading to Brookes' award of Bachelor of Arts (Honours) in Business and Management.
“Programme Regulations”	means the regulations (the current version of which is set out in the Student Handbook) governing the Programme such regulations being amended by Brookes from time to time in accordance with the provisions contained in this Agreement.

"Remaining Student"	means any person being a Student at the time of the suspension, termination or expiry of this Agreement and "Remaining Students" shall be construed accordingly.
"Student"	means any student registered on the Programme by Brookes in accordance with the Operations Manual and "Students" shall be construed as the plural accordingly.
"Student Handbook"	means the handbook approved by APQO for the benefit of Students and detailing the content, delivery and administration of the Programme such handbook being amended from time to time in accordance with the provisions contained in the Operations Manual.
"Suspension Notice"	means any notice issued by Brookes in accordance with clause 8.1.
"Teaching Materials"	means materials used for the teaching of the Programme including but not limited to the Student Handbook, modular handbooks, course guides, lecture notes and programme specifications notwithstanding any inclusion of the same in the Student Handbook.
"UK Quality Code"	means the document known as the UK Quality Code for Higher Education as published by the Quality Assurance Agency for Higher Education or by any successor to its functions in the UK regulatory regime.
"Validation Report"	means Brookes' formal report of the Approval Event which is appended as Appendix A.
"Working Times"	means the business hours of Brookes's central administration which for the avoidance of doubt may be closed when other businesses are open for business.
"Written Consent"	means consent in writing signed by an Authorized Signatory.
1.1	Any reference to any Act of Parliament or subsidiary legislation shall be deemed to include any amendment, replacement or re-enactment thereof for the time being in force and to include any statutory instrument, bye-law, licence, notice, direction, code of practice, statutory guidance, consents or permission made thereunder together with any amendment thereto and any conditions attaching thereto.
1.2	Any undertaking by either Party hereunder not to do any act or thing shall be deemed to include an undertaking not to permit or allow the doing of that act or thing where that permission or allowance is within the control of that Party.
1.3	The layout, headings and titles in this Agreement are for ease of reference only and shall not be taken into account in the construction or interpretation of any provision to which they appear to refer.

- 1.4 Words in the singular shall include the plural and vice versa, and words in the masculine shall include the feminine gender.
- 1.5 Unless the context otherwise requires, references in this Agreement to any clause or sub-clause, appendix or schedule are to a clause or sub-clause of or an appendix or schedule to this Agreement.

2 GENERAL PROVISIONS

- 2.1 No failure or omission by either Party to carry out or to observe any of the terms of this Agreement shall, except in relation to obligations to make payments hereunder, give rise to any claim against the Party in question or be deemed to be a breach of this Agreement if such failure or omission arises from any cause beyond the reasonable control of that Party.
- 2.2 If any of the terms or conditions as set out in this Agreement shall become or are declared by a court of competent jurisdiction to be invalid or unenforceable such invalidity or unenforceability shall in no way impair or affect any other provisions of this Agreement all of which shall remain in full force and effect and the invalid or unenforceable provisions shall remain in full force to the extent permissible.
- 2.3 Failure by either Party to exercise or enforce any right conferred by this Agreement shall neither be deemed to be a waiver of any such right nor operate as a bar to the exercise or enforcement of such right on any other occasion.
- 2.4 If any of the documents in or referred to in this Agreement conflict the following is the order of precedence: first being clauses 1 to 26 (inclusive) hereof and the Schedule to this Agreement; second Brookes' Regulations; and third the Operations Manual.

3 BROOKES'S PRINCIPAL OBLIGATIONS

- 3.1 The Parties acknowledge that Brookes is responsible for and has absolute discretion over the standards of the awards that it is empowered to grant under s.76 of the Further and Higher Education Act 1992.
- 3.2 The Parties acknowledge therefore that Brookes is responsible to Students registered with Brookes for a Brookes award for the quality of the higher education received during their course of study.
- 3.3 The Parties further acknowledge that Brookes is responsible for and has absolute discretion over the registering of Students for a Brookes award and for the conferment of any such award.
- 3.4 Brookes shall provide sufficient and suitable resources and staff to operate its obligations as contained in the Operations Manual.

4 SFI'S PRINCIPAL OBLIGATIONS

- 4.1 SFI shall operate the arrangements described in this Agreement for the Contract Period starting 1st June 2018 and deliver teaching starting on 25th June 2018 in the second semester of the 2017/18 academic year until the end of the Contract Period or as otherwise required under the terms of this Agreement.
- 4.2 SFI shall deliver the Programme only as validated by Brookes at the Approval Event and in accordance with this Agreement and with Brookes's Regulations and otherwise within the relevant guidance of the UK Quality Code.
- 4.3 SFI shall provide sufficient and suitable premises, facilities, equipment, resources and staff to operate the arrangements described in this Agreement to the standards described in this Agreement or otherwise agreed (in accordance with clause 21 below) in other documents, Brookes' Regulations and otherwise within the relevant guidance of the UK Quality Code and any subsequent codes, regulations and practices adopted for UK Higher Education required by the UK Standing Committee for Quality Assessment (UKSCQA).
- 4.4 SFI shall ensure the obtaining and currency of all relevant permissions for the Programme to be delivered in Myanmar and shall ensure compliance with local standards appropriate to offering postgraduate education.
- 4.5 SFI shall comply in all respects with the obligations contained in this Agreement and implicit in the Student Handbook, Brookes's Regulations and within the relevant guidance of the UK Quality Code or any successor.
- 4.6 SFI agrees that it will inform Brookes in the person of its Dean of the Oxford Brookes Business School or his nominee of any change to the status or ownership of SFI or any change to the governance of SFI within 14 days of the change ~~save that where the change affects SFI's performance of this Agreement in which case such information must be given in advance of the change taking effect.~~
- 4.7 In the event of any change to the status or ownership of SFI, following notification from SFI, Brookes will undertake a review and determine whether the change requires SFI to submit to partner re-approval and whether the change requires a revised agreement.

5 SELECTION, RECRUITMENT AND ADMISSIONS

- 5.1 SFI shall not recruit or admit Students to the Programme until all of the Conditions have been fulfilled to the satisfaction of Brookes.
- 5.2 Subject to Brookes's discretion in the matter of registering Students for a Brookes award, SFI shall select, recruit and admit Students to the Programme only in accordance with the provisions of this Agreement.
- 5.3 SFI shall be responsible for receiving and responding to all Student and potential Student enquiries relating to the Programme.

- 5.4 SFI shall maintain records of all Students admitted to the Programme to a standard and in a format acceptable by Brookes for the Contract Period and for six (6) years after expiry or termination.
- 5.5 SFI shall supply to Brookes copies of the records referred to in sub-clause 5.4 in accordance with the procedure set out in the Operations Manual (and when otherwise requested by Brookes from time to time) and will on request transfer the records to Brookes should SFI cease to exist or no longer have the function of providing education of the type described in this Agreement.
- 5.6 SFI shall make decisions concerning entry with credit only in accordance with Brookes' Regulations.

6 DELIVERY OF THE PROGRAMME

- 6.1 SFI shall ensure that each Student is issued with a copy of the current Student Handbook and is made fully aware of the exact nature of the relationship between Brookes and SFI.
- 6.2 SFI may not make any changes to the Programme including but not limited to the modules, content, learning outcomes, transferable skills, class contact, Teaching Materials or method of assessment save in accordance with the Operations Manual and Brookes' Regulations.
- 6.3 SFI shall not make any changes to the Operations Manual save as in accordance with the Operations Manual.

7 ASSESSMENT, SUBSEQUENT AWARDS and COMPLAINTS

- 7.1 SFI shall set and mark Students' coursework and examinations only in accordance with the Operations Manual, the Programme Regulations and Brookes' Regulations.
- 7.2 The progression and assessment of the Students within the Programme shall be the responsibility of the Examination Committee in accordance with the Operations Manual, the Programme Regulations and Brookes' Regulations.
- 7.3 Subject to the discretion of Brookes' Academic Board, Brookes shall issue award certificates upon receipt of recommendations from the Examination Committee in accordance with Brookes' Regulations, the Programme Regulations and any other relevant Brookes procedures.
- 7.4 Any Student complaint or appeal shall be dealt with in accordance with the Student Handbook and in the first instance the regulations and process of SFI shall be deemed appropriate unless the Parties agree that the regulations and process of Brookes are more appropriate in the circumstances. In any event, the Parties shall use their good offices as employer to secure the co-operation of their staff with the relevant investigation.

- 7.5 Where a Student may access both Parties' complaints or appeals process, Brookes may choose to delay a Student's access to or progress of Brookes' complaints or appeals regulations including without limitation pending the outcome of any complaint or appeal made to SFI.

8 DEFAULT PROVISIONS

- 8.1 Should Brookes consider that SFI is not maintaining the quality of the delivery and/or the management of the Programme to the standards laid down in this Agreement and all other relevant quality assurance requirements, Brookes reserves the right to issue SFI with a Suspension Notice detailing relevant information on the nature of the default, the action or actions required to remedy the default and a reasonable period of time for the default position to be remedied given the nature of the default and given any previous process used to encourage or allow amendment.
- 8.2 Upon receipt of a Suspension Notice SFI shall immediately cease to recruit or admit Students to the suspended Programme.
- 8.3 Where a Suspension Notice has been served, SFI shall not recommence Student recruitment until it has Brookes' Written Consent to do so and shall in the interim arrange alternative provision to enable any Remaining Students to progress or complete their studies on the suspended Programme.
- 8.4 The arrangement of the alternative provision referred to in sub-clause 8.3 shall be subject to Brookes' prior written approval and to SFI paying Brookes' costs of monitoring the alternative provision.
- 8.5 Where SFI fails to provide for any of the Remaining Students as required under sub-clause 8.3, Brookes may take such steps to provide for any Remaining Students as it sees fit and SFI shall reimburse Brookes for all costs attributable to such provision and its arrangement and monitoring.
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- 8.6 If the circumstances outlined in sub-clause 8.1 prevail for a continuous period of six months from the date of the issue of the Suspension Notice, Brookes may terminate this Agreement with immediate effect.

9 MONITORING AND REVIEW

- 9.1 SFI shall participate fully in any annual or periodic review by Brookes of the Programme in accordance with the terms Brookes deems necessary and shall also participate fully in any other quality assurance and review exercises Brookes deems necessary, whether required by the Quality Assurance Agency, the Information Commissioner, the Office of the Independent Adjudicator, a government or professional body or otherwise.
- 9.2 Without prejudice to its obligations under this Agreement SFI shall inform Brookes without delay of any failure or anticipated failure to comply with the terms of this Agreement.

9.3 Brookes is entitled to take any steps that it sees fit in order to monitor any arrangements described in this Agreement.

9.4 Brookes expects to conduct a periodic review at least 15 months prior to the expiry of the contract, in this case by December 2021 the latest. SFI shall not recruit to the Programme beyond the June 2022 intake until Brookes has conducted its periodic review and both its APQO has subsequently given written confirmation that all conditions of the periodic review have been met and Brookes has consequently notified SFI that it may recommence recruitment to the Programme.

10 WARRANTIES

SFI warrants that:

- a) it has the experience, facilities, management systems and all other resources as are set out in the Appendices and Student Handbook as are necessary to deliver the Programme in accordance with the provisions of this Agreement; and
- b) it has the power to enter into this Agreement; and
- c) the SFI signatory to this Agreement is duly authorized to commit SFI to the legal obligations contained in this Agreement.

11 INTELLECTUAL PROPERTY

11.1 This Agreement shall not alter any existing ownership by either Party of any IPR that was not created for the Programme, nor does it create any rights over the other Party's IPR other than those expressly stated herein.

11.2 IPR in the Agreement, Operations Manual and Teaching Materials shall vest in Brookes which hereby grants SFI a royalty-free, non-exclusive licence to use the same for the sole purpose of carrying out SFI's obligations under this Agreement, unless such materials or any part of them are prepared by or with the assistance of SFI or its staff in which case SFI shall grant Brookes a royalty-free, perpetual, non-exclusive licence to use the same.

11.3 SFI hereby grants Brookes a royalty-free non-exclusive licence to use any materials produced by SFI for delivery of the Programme and for the progressing and completing any Remaining Students for Brookes delivery of the Programme. SFI warrants that it has the right to grant Brookes the foregoing licence.

11.4 In the event that Brookes becomes itself responsible for the delivery of the Programme, SFI agree that it shall provide to Brookes (in the person of the Brookes Liaison Manager) and in a format accessible to Brookes a soft copy of all the materials which SFI has been using to deliver the Programme together with anything necessary (for example passwords) for Brookes' use of the Materials.

12 TERM

This Agreement shall commence on the Commencement Date and shall continue in force until the Expiry Date unless terminated earlier in accordance with the provisions of clause 13 (Termination).

13 TERMINATION

13.1 This Agreement shall terminate automatically in circumstances where any professional body or government or higher education agency approval necessary for its delivery as envisaged under this Agreement is withdrawn or refused.

13.2 Without prejudice to any other remedies available to the Parties this Agreement may be terminated with immediate effect in any or all the following circumstances:

13.2.1 by either Party where the other Party is in material breach of its obligations under this Agreement provided that where the breach is capable of remedy the terminating Party has given the other a statement containing:

- a) the details of the breach; and
- b) the action required to remedy the breach; and
- c) a reasonable period of time for the breach to be remedied given the nature of the breach

and the breach has not been remedied within that period of time; or

13.2.2 by Brookes, notwithstanding clause 13.2.1 above, where SFI is in breach of any of the quality assurance requirements of Brookes including but not limited to those set out in this Agreement and Brookes's Quality and Standards Handbook; or

13.2.3 by Brookes where SFI has made or permitted a negligent or fraudulent representation whether to a Student, prospective student, Brookes, any approving body or otherwise; or

13.2.4 by either Party where the other Party has a petition presented for its winding up or for an administration order to be made against it, has a receiver, manager or administrative receiver appointed over all or any part of its assets, is made bankrupt, enters into any arrangement or composition with its creditors or enters into any comparable insolvency procedure in any jurisdiction or appears unable to pay its debts; or

13.2.5 by either Party where either Brookes or SFI is prevented from the performance of its obligations in the circumstances set out in clause 2.1 for a continuous period in excess of two months from the date on which it was first unable to fulfil its obligations under this Agreement; or

13.2.6 by Brookes, where the provisions of sub-clause 8.6 apply to the Programme; or

13.2.7 by Brookes with immediate effect if any of the following circumstances applies:

13.2.7.1 where the political or medical or economic or legal or regulatory position relative to the UK and Myanmar is such that it becomes unsafe or prohibitively expensive or otherwise operationally unsustainable for SFI to deliver the Programme or Brookes to perform its function unless the position appears to Brookes to be likely to resolve within 30 (thirty) days of Brookes' awareness of the adverse circumstances; or

13.2.7.2 where the conduct of SFI or its staff or agents either prejudices the reputation of Brookes or is deliberately or negligently misleading; or 13.2.7.3 where there is a change in control or ownership of SFI or its related company or where there is separate incorporation of any part of SFI's education operations to which this Agreement is relevant; or 13.2.7.4 where the activities of SFI are extended beyond the field of education or are grouped within a corporate structure whose activities are so extended such that Brookes has reasonable ground to believe that the non-education activities are prejudicial to Brookes' reputation; or

13.2.7.5 where any officer, employee, contractor or associated person pleads guilty to or is convicted of any offence involving bribery or corruption, fraud or dishonesty, or is the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative or regulatory body regarding any offence or alleged offence under the Relevant Requirements (defined in Clause 26.1) or is listed by any government agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or other government contracts.

13.3 Upon termination or expiry of this Agreement (whether under this clause 13 or otherwise) the provisions of clauses 1, 2, 3, 4, 5.4, 5.5, 7, 8.4, 8.5, 9.1, 9.2, 9.3, 11, 13.3 to 13.7 inclusive, 14, 15, 17, 18.1, 19, 20, 22, 24, 25, 26 and the Schedule shall continue in force without limit of time.

13.4 Expiry or termination shall not affect the Parties' accrued rights and obligations under this Agreement.

13.5 Upon expiry or termination (whether under this clause 13 or otherwise), Brookes shall have the right to make direct or indirect provision for the Remaining Students to enable them to progress or complete their studies on the Programme.

13.6 Upon the expiry or termination (whether under this clause 13 or otherwise) of this Agreement, SFI shall cease to market the Programme and shall not represent to any third party that it is entitled to deliver the Programme or that this Agreement is still operable.

- 13.7 Where Brookes becomes responsible for providing or arranging provision of delivery of a Programme whether by way of early termination or otherwise, SFI shall co-operate in supporting the progress of the Students including without limitation by the supply of records.

14 INFORMATION SECURITY

- 14.1 The Parties acknowledge that Brookes is bound by the provisions of the Data Protection Act 1998 and subsequent legislation and is obliged to provide for information security and data protection matters in its contracts in respect of information considered personal under the said Act.
- 14.2 Accordingly SFI shall comply with the provisions of the Data Protection Act 1998 and its successor legislation including the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) in as far as they relate to this Agreement and more particularly as set out in the Operations Manual.
- 14.3 Additionally SFI agrees that it shall execute with Brookes any further document or data protection letter as may be required under the Data Protection Act 1998 and subsequent legislation.
- 14.4 SFI acknowledges and agrees that Brookes is subject to the requirements of the UK statute the Freedom of Information Act 2000 ("FOIA") and both Parties acknowledge that this Agreement or matters relating to it may come within an obligation of disclosure under the FOIA and therefore that Brookes may be obliged to disclose information formerly considered commercial and private. SFI agrees that it shall co-operate and provide (at its own expense) all necessary assistance as may reasonably be requested by Brookes to enable Brookes to comply with its obligations under the FOIA.

15 FINANCIAL ARRANGEMENTS

~~The Parties shall operate the financial arrangements set out in the Schedule (Financial Schedule).~~

16 DISPUTE PROCEDURE

Any significant point of difference that cannot be resolved between the Contact Personnel within one (1) month of being raised by either Party shall be referred without delay to a panel comprising one member or nominee of the senior management team from each of SFI and Brookes with a view to producing a mutually acceptable resolution within four (4) weeks. If the said panel is unable to resolve the matter within four (4) weeks, a member of Brookes' senior management team being a member of its Vice-Chancellor's Group or an appropriate nominee shall make a decision on the matter in dispute, which shall be final and binding on the parties.

17 LIABILITY AND INDEMNITY

- 17.1 SFI shall indemnify Brookes for any costs, expenses incurred by Brookes including without limitation those arising under clause 13.5 arising from the breach, operation of, termination or fact of this Agreement save where those

costs are properly attributable to the negligence of Brookes or of its employees.

- 17.2 With the exception of liability for death or personal injury Brookes shall not be liable to SFI for any loss or damage suffered by SFI including, without limitation, special, indirect or consequential loss or damage arising out of or in anyway connected with this Agreement provided that nothing in this sub-clause shall operate to exclude any liability for fraud.

18 PUBLICITY

- 18.1 Each Party shall ensure that, prior to publication, all its usage of the other Party's name, logo and any photographs or images of that Party in any media including, without limitation, any advertising, marketing material or inclusion on any website has received prior written permission from that Party in accordance with the provisions set out in the Operations Manual.
- 18.2 Each Party shall supply the other Party with a copy of all promotional material relating to this Agreement which for the avoidance of doubt shall include but not be limited to all promotional material relating to the Programme, for the written approval of that Party prior to publication.
- 18.3 SFI shall be responsible for the marketing of the Programme and shall bear the full costs of any advertising and promotional activities.

19 NO PARTNERSHIP

- 19.1 This Agreement shall not constitute or imply any partnership, joint venture, agency, contract of employment, fiduciary relationship, affiliation or other relationship between the Parties other than the contractual relationship expressly provided for in this Agreement and neither Party shall do any act which might reasonably create the impression that any such relationship exists.
- 19.2 Neither Party shall have, nor represent that it has, any authority to bind (legally or otherwise) or make any commitments on the other Party's behalf and shall not do any act that might reasonably create the impression that it has such authority.
- 19.3 Neither Party shall misrepresent the position of the other under this Agreement.

20 ENTIRE AGREEMENT

- 20.1 This Agreement and the documents incorporated by reference constitute the entire agreement and understanding of the Parties and supersede any previous agreement between the Parties relating to the subject matter of this Agreement.
- 20.2 Each Party acknowledges and agrees that, in entering into this Agreement, it does not rely on, and shall have no remedy in respect of, any statement, representation, warranty or understanding (whether negligently or innocently

made) of any person (whether a Party to this Agreement or not) other than as expressly set out in this Agreement.

20.3 Nothing in this clause shall operate to limit or exclude any liability for fraud

21 VARIATION

This Agreement may be varied only by the Written Consent of the Parties.

22 ASSIGNMENT AND SUB-CONTRACTING

Neither Party shall assign or sub-contract any of its rights or obligations under this Agreement without the prior Written Consent of the other Party.

23 NOTICES

23.1 Notice is valid if served on an Authorized Signatory acting on behalf of either Brookes or SFI.

23.2 Notice shall be served by courier service and such notices shall be deemed to have been served on the date of receipt if received during Working Times or the date of the next Working Times if received outside Working Times.

23.3 The Address for service of notice on Brookes shall be:

Mr Brendan Casey
Registrar and Chief Operating Officer
Oxford Brookes University
Gipsy Lane
Headington
Oxford OX3 0BP
UK

23.4 The Address for the service of notice on SFI shall be:

Mr Aung Chit Khin.
Managing Director
Strategy First Institute
#8, Ground Floor
Pan Chan Tower
Bagayar Road
Myaynigone
San Chaung Township
Yangon, Myanmar

24 APPLICABLE LAW

24.1 This Agreement shall be governed by English law and the Parties submit to the jurisdiction of the English courts.

24.2 The Contracts (Rights of Third Parties) Act 1999 shall have no application to this Agreement whatsoever and the parties do not intend to confer hereunder any benefit on any third party which that third party would not have had other than by operation of the Contracts (Rights of Third Parties) Act 1999.

- 24.3 This Agreement is written in English, construed under English law and only the English text is of legal effect, notwithstanding that either or both of the Parties are permitted to prepare a foreign language translation for their own working purposes if they so choose.

25 INDUCEMENTS

Neither Brookes nor SFI shall offer or give, or agree to give, to any member, employee or representative of Brookes or SFI any gift or consideration of any kind as an inducement or reward for doing or refraining from doing or having done or refrained from doing, any act in relation to obtaining the execution of this Agreement or any contract with Brookes or SFI or for showing or refraining from showing favour or disfavour to any person in relation to this Agreement or any other contract.

26 COMPLIANCE WITH ANTI-BRIBERY AND ANTI-CORRUPTION LEGISLATION AND POLICIES

- 26.1 SFI shall, and shall procure that persons associated with it or other persons who are performing services in connection with this Agreement shall:

(a) comply with all applicable laws, statutes, regulations, and codes of practice relating to anti-bribery and anti-corruption ("**Relevant Requirements**"), including but not limited to:

(i) the UK Bribery Act 2010; and

(ii) Brookes' Terms and Conditions- Bribery Act 2010 at:

https://www.brookes.ac.uk/services/hr/handbook/terms_conditions/bribery_act.html

(b) not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of the UK Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK; and

(c) comply with Brookes' Policy and Procedures for the prevention and detection of fraud, corruption and other irregularities as may be updated by Brookes from time to time at:

https://www.brookes.ac.uk/services/hr/handbook/problems/fraud_policy.html

(d) comply with the UK Government's policy on Anti-bribery and corruption at:

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60196/5/44 - Policy - Anti-bribery and Corruption.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60196/5/44_-_Policy_-_Anti-bribery_and_Corruption.pdf); and

(e) not do, or omit to do, any act that will cause or lead Brookes to be in breach of any of the Relevant Requirements; and

(f) promptly report to Brookes any request or demand for any undue financial or other advantage of any kind in connection with the performance of this Agreement; and

(g) have and shall maintain in place throughout the term of this Agreement its own policies and procedures, including but not limited to, adequate procedures ("adequate procedures" being determined in accordance with section 7(2) of the Bribery Act 2010 (and any guidance issued under section 9 of that Act), sections 6(5) and 6(6) of that Act, and section 8 of that Act respectively) as required under the UK Bribery Act 2010, to ensure compliance with the Relevant Requirements and comply with any local laws, and will enforce them where appropriate; and

(h) if requested, provide Brookes with any reasonable assistance, at Brookes' reasonable cost, to enable Brookes to perform any activity required by any relevant government or agency in any relevant jurisdiction for the purpose of compliance with any of the Relevant Requirements; and

(i) within 3 months of the date of this Agreement, and annually thereafter, certify to Brookes in writing signed by an officer of SFI, SFI's own compliance with this Clause 26.1 and that of all persons associated with it or other persons who are performing services in connection with this Agreement. SFI shall provide such supporting evidence of compliance as Brookes may reasonably request.

26.2 SFI agrees that it shall indemnify Brookes against any losses, liabilities, damages, costs (including legal fees) and expenses incurred by, or awarded against, Brookes arising as a result of any breach of this Clause 26 by SFI or any breach of provisions equivalent to this Clause 26 by any person or entity permitted to participate in performance of this Agreement in any Subcontract by any Subcontractor of SFI.

26.3 Additional audit and record keeping requirements:

(a) SFI shall keep at its normal place of business detailed, accurate and up to date records and books of account showing all payments made by SFI in connection with this Agreement and the steps taken by SFI to comply with the Relevant Requirements set out at Clause 26.1 in each case during the previous six years. SFI shall ensure that such records and books of accounts are sufficient to enable Brookes to verify SFI's compliance with its obligations under this Clause 26.3.

(b) SFI shall permit Brookes and its third party representatives, on reasonable notice during normal business hours, but without notice in case of any reasonably suspected breach of this Clause 26, to access and take copies of SFI's records and any other information held at SFI's premises and to meet with SFI's personnel to audit SFI's compliance with its obligations under this Clause 26. Such audit rights shall continue for three years after termination or expiry of this Agreement. SFI shall give all necessary assistance to the conduct of such audits during the term of this Agreement and for a period of three years after termination or expiry of this Agreement.

26.4 Where Brookes requests a completed due diligence questionnaire from SFI related to measures that SFI has in place to tackle compliance with the UK Bribery Act 2010 then SFI warrants and represents that its responses to Brookes will be complete and accurate.

26.5 SFI warrants and confirms that neither SFI nor any of its officers, employees or other persons associated with it (having made reasonable enquiries, so far as it is aware):

(a) has been convicted of any offence involving bribery or corruption, fraud or dishonesty; or

(b) has been or is the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative or regulatory body regarding any offence or alleged offence under the Relevant Requirements; or

(c) has been or is listed by any government agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or other government contracts including without limitation any exclusion under the UK regulation 57 of the Public Contracts Regulations 2015 (SI 2015/102) or UK regulation 80 of the Utilities Contracts Regulations 2016 (SI 2016/274); or

(d) none of the officers or employees of SFI or any person associated with it or any other person who is performing services in connection with this Agreement is a foreign public official; or

(e) no foreign public official owns a direct or indirect interest in SFI or any person associated with it or any other person for whom SFI is responsible and no public official has any legal or beneficial interest in any payments made by Brookes under this Agreement.

26.6 SFI shall promptly notify Brookes if, at any time during the term of this Agreement, its circumstances, knowledge or awareness changes such that it would no longer be able to repeat the warranties set out in Clause 26.5.

~~26.7 SFI and Brookes agree that breach of this Clause 26 shall be deemed a material breach under Clause 13.2.1 above.~~

26.8 If Brookes terminates this Agreement for breach of this Clause 26, SFI shall not be entitled to claim compensation or any further remuneration, regardless of any activities or agreements with additional third parties entered into before termination.

26.9 Regardless of any other provision in this Agreement, Brookes shall not be obliged to do, or omit to do, any act which would, in its reasonable opinion, put it in breach of any of the Relevant Requirements.

In witness whereof the hands of the parties are set below:

Signed on behalf of: OXFORD BROOKES UNIVERSITY	Signed on behalf of: STRATEGY FIRST INSTITUTE
 Alistair Fitt Vice-Chancellor	 Mr Aung Chit Khin Managing Director
Date: 8/5/2018	Date: 23/04/2018
In the presence of: 	In the presence of:  Mr Aung Kyaw Htay

Schedule

FINANCIAL SCHEDULE

1. **Summary:** For the duration of this Agreement Brookes' fees shall comprise three elements: (1) a Minimum Guaranteed Fee (in Section 3 below) payable regardless of actual Student numbers recruited; and (2) an additional fee calculated as a percentage of actual Student numbers exceeding the Minimum Student numbers at Table B (in Section 3 below); and (3) fees covering the Approval Event (in Section 6 below). Payment regarding Remaining Students on the Programme requiring teach out is set out at Section 5.

2. **Process:**

2.1 Strategy First Institute (SFI) shall inform Brookes in writing of the actual numbers of Students that shall be registered with Brookes for the Programme within 21 days of the commencement of each intake (the first intake commencing approximately 25th June 2018 for Academic Year 2017/18. For 2018/19 the intakes will approximately commence on 1st January 2019 and 1st June 2019., 2019/20 and subsequent Academic Years the intakes will approximately commence on 1st September, 1st January and 1st June); and

2.2 Brookes shall issue Strategy First Institute with an invoice based on the Minimum Guaranteed Fees (in Section 3 below), plus (where applicable) an additional fee of actual Student numbers exceeding Minimum numbers of Students set at Table B within 30 days of the commencement of each intake (in Section 3 below); and

2.3. The Parties shall reconcile payments and invoicing at the end of each Academic Year based on actual Student numbers for that Academic Year and the appropriate Minimum Guaranteed Fees.

3. **Minimum Guaranteed Fees:**

3.1 The first cohort of Students enrolled by Strategy First Institute onto the Programme commencing at Strategy First Institute on 25th June 2018 for Academic Year 2017/18.

3.2 The fees that Strategy First Institute will pay Brookes for the Business and Management (Top-up) programme is £1,750 per student studying in academic years 2017/18 and 2018/19 and £2,000 per student for academic year 2019/20 and subsequent academic years.

3.3 The Minimum Guarantee Fee for each Brookes Academic Year will be payable in pro-rated instalments at the start of each intake. The number of instalments for each year will be dependent on the number of intakes during that year.

Table A

Academic Year	Minimum Guaranteed Fee paid to Brookes
2017/18	£92,750
2018/19	£176,750
2019/20	£244,000
2020/21	£260,000
2021/22	£260,000
Total	£1,033,500

The Minimum Guaranteed Payment above is based on the following Student Numbers:

Table B

Academic Year	Cohort start dates	Minimum Student Numbers
2017/18	June 2018	53
2018/19	January 2019 June 2019	101
2019/20	September 2019 January 2020 June 2020	122
2020/21	September 2020 January 2021 June 2021	130
2021/22	September 2021 January 2022 June 2022	130

Student numbers in the above table are 60% of the Strategy First Institute expected level of recruitment.

3.4 For Academic Year 2017/18 only, the following payment provision shall apply: Strategy First Institute agrees to pay Brookes for 27 Students in June 2018 and for 26 Students in October 2018.

3.5 For Academic Year 2018/19 only Brookes agrees to give Strategy First Institute financial credit for the first 26 Students beyond the Minimum Student Number for Academic Year 2018/19 of 101 Students. For the avoidance of doubt, by way of example this will mean that if Strategy First Institute enrolls between 0 and 127 Students, payment will be required for 101 Students. However if Strategy First Institute enrolls 128 Students then payment would be required for 102 Students and so on.

4. **Additional Fee based on actual Student numbers:** In addition to the Minimum Guaranteed Fees set out in Section 3 above Strategy First Institute shall pay Brookes the following additional sum:

4.1 Subject to Sections 3.4 and 3.5 above where total number of Students registered on the Programmes exceeds the minimum Student numbers set out in Table B above, Strategy First Institute shall pay Brookes an additional fee per Student at the levels set in Section 3.2.

4.2 For the avoidance of doubt Sections 3.4 and 3.5 shall only apply for the Academic Years 2017/18 and 2018/19.

5. **Remaining Students:** If the circumstances of expiry or termination of this Agreement are such that Brookes consents to Strategy First Institute teaching-out any Remaining Students as set out at Clauses 8 and 9 of this Agreement, then Strategy First Institute shall pay to Brookes the following Brookes' costs of monitoring the teach-out:

5.1 a fee for each Remaining Student on the Programme per academic year ("**Remaining Student Fee**") based on the fees stated in Section 3.2 plus any additional management and monitoring costs required under Clauses 8 and 9 of this Agreement.

5.2 Where any Remaining Students remain on the Programmes after Academic Year 2022/23 then the Remaining Student Fee as calculated in accordance with Section 5.1 above will be increased by UK Retail Prices Index for each subsequent Academic Years until all Remaining Students have either exited the Programme or transferred to alternative programmes of study; and

5.3 Where Brookes is obliged to re-validate or undertake a period review on the Programme on which Remaining Students remain under Brookes' Academic Regulations and the relevant guidance of the UK Quality Assurance Agency for Higher Education then in addition to the Remaining Student Fee set out at Sections 5.1 and 5.2 above Strategy First Institute shall pay an additional fee to cover Brookes' validation or periodic review costs.

6. **Validation Fees:** In addition to the fees set out at Sections 3 and 4 above Strategy First Institute shall pay a validation fee of £20,000 for the first Approval Event (inclusive of VAT where applicable). The fee for future validation and re-validation Approval Events will be £10,000 (inclusive of VAT where applicable).

7. Invoices raised in accordance with this Finance Schedule shall be payable within 30 days of receipt by Strategy First Institute.
8. All payments to Brookes must be made in pounds sterling and all figures stated as due for payment are stated net of all taxes, local impositions or other reductions.
9. Each Party shall be responsible for paying its own bank charges incurred in sending any fees to the other Party's nominated bank account.
10. Brookes may charge interest to Strategy First Institute on any outstanding invoices at the rate of 8% above the base rate of the Bank of England as published from time to time.
11. For the avoidance of doubt, the above sums shall be reviewed should new programmes be introduced or major changes be made to the Programme.

Appendix A

Validation Report

REPORT

CONFIRMED

OXFORD BROOKES BUSINESS SCHOOL
In partnership with Strategy First Institute

SECTION 1: EVENT DETAILS

Programme Approval

Report of panel event held on 16th and 17th of October 2017 in No. 237 U Wisara Road, Yangon, Myanmar

Award Titles (incl. all interim exit awards)	BA (Hons) Business and Management BA Business and Management
Course code	tbc
Programme Leader	Ross Jordan
Liaison Manager	Louisa Lapworth
Start date	January 2018
Period of approval	5 years
Next periodic review due date	2020-2021
PSRB accreditation	n/a
Conformity to the University Regulations	The programme conforms to the core University Regulations for the year of entry as published/archived at: http://www.brookes.ac.uk/regulations/
	Specific Regulations for Undergraduate Taught Programmes also apply. http://www.brookes.ac.uk/regulations/current/specific/b1/

Context

The proposal under consideration was a franchise of the BA (Hons) Business and Management programme currently offered by the Oxford Brookes Business School. The collaborative partnership for the delivery of the above programme with Strategy First Institute in Myanmar was approved by LPAG on 16th June 2017. The programme will be delivered by Strategy First Institute in Myanmar with full quality assurance oversight from Oxford Brookes Business School.

The franchise comprises the final year of the BA (Hons) Business and Management (Level 6) and an articulation agreement recognising the NCC Diploma in Business Levels 4, followed by level 5 qualifications as suitable entry points onto the Level 6 Oxford Brookes Programme. Strategy First Institute is a young and outward looking institution with a strong reputation in the local Myanmar area. It has operated as a collaborative partner in examination services with the British Council; it is also a leading provider of the Chartered Institute of Marketing (CIM) and the Institute of Commercial Management (ICM). In 2016 SFI entered into a collaborative agreement with Edinburgh Business School

Oxford Brookes Business School, Strategy First
BA (Hons) Business and Management [top up]
Approval event held on 16 and 17 October 2017

transition from level 5 to 6. The Team further noted that the NCC diplomas were internationally recognised global qualifications which already introduced students to criticality and reflection, made certain that students were engaged in a more interactive learning experience and the standardised global exams ensured students on all NCC programmes were tested against the same learning outcomes and had the same academic skills.

4.2.3 When asked, the Team confirmed that they did not plan flex recruitment numbers between cohorts would adhere to the maximum number per cohort as stated in the Operations Manual. In terms of flexibility in numbers between cohorts, the Team explained that because there were four intakes on the NCC diploma programme throughout the year the Team could easily direct students to the next relevant intake point of the BA programme and therefore it would be quite unlikely to have one very large intake for instance in January and a very small intake in September.

4.2.4 The Panel approved the articulation agreement and noted that the entry requirements, which included the overall average of at least 50% from the NCC Diploma or equivalent and the minimum IELTS score of 6.0 overall with 6.0 in reading and writing, 5.5 in listening and speaking, were appropriate.

4.3 Curriculum and learning outcomes

4.3.1 The Team confirmed that the compulsory modules for the top up were exactly the same as those for the home programme although some of the assessment tasks were altered and the content had been localised. With regard to the alternative compulsory modules, from the documentation it was unclear when these would run and in what format. For example the Panel questions whether all four alternative compulsory modules would run simultaneously and if not how would potential applicants be informed of the module choices. The Team explained that in order to create a linear programme in the first year only the Entrepreneurial Business Management module (307) would be offered to students with a view to potentially offer more alternative compulsory modules in later years. The Panel asked the Team to remove the optional modules which would not run from student facing documentation and undertake a review of marketing material to accurately reflect module choices available to students

4.3.2 The Panel felt that criticality and research mindedness was present across the modules but it was not clear where students would be actively helped to develop practical research skills. For instance in which modules, and when in the first semester, students would be introduced to quantitative and qualitative research methods. The Team explained that this programme followed the principles of the home programme where research literacy was embedding throughout the programme and students were introduced to research methods in the final year and were taught in small seminar groups. For example, students would be engaged in research in the Organisational Behaviour and Management module which included a compulsory literature review and would help students develop their competencies as critical consumers of contemporary research and would enable students to apply relevant concepts in order to develop their analytical, evaluative and argumentation skills. The Critical Enquiry Research Project module would also be "front loaded" so students would focus on research methods in semester one. Furthermore, the Team highlighted that students on the NCC programme, which was a qualification recognised by many other UK Higher Education Institutions for credit entry, would have already critically engaged with research through coursework and would have understood how to appropriately evaluate topics in their own context. The Team included very experienced dissertation supervisors and students would be guided through the research project step by step. In terms of the timing, as a further example, the Team explained that students would submit a critical analysis requiring the application of concepts and ideas taught in the Organisational Behaviour and Management module to real-life events and issues half way through the first semester while the first research proposal was due at the end of that first semester. Furthermore, the Team noted

that the induction programme would focus on aiding student transition from level 5 to level 6 studies and would include discussions on research literacy. The Panel asked the Team to consider undertaking a mapping exercise to show more clearly where students had the opportunity to develop research literacy required to support their learning and assessment as they progress through the programme.

4.3.3 The Panel enquired as to the rationale behind the Evaluating Strategy module (301). The Team explained that they undertook an exercise which mapped the modules taken by students on the NCC programmes at Strategy First against the Business and Management programme at Oxford Brookes University. In conclusion, this exercise demonstrated that it would be necessary to include some content from the on-campus Evaluating Strategy module. The on-campus module was altered and new assessment tasks were created where students would work individually on writing short written reflections. The assessment was changed from open book exams and weekly online tests to the submission of reflective examples exploring case studies 4 times during the module which were accumulated in a final portfolio. Students would be asked to undertake an independent research on a target industry and company, chosen by the students from a given list prepared by Strategy First, and undertake site visits and conduct interviews with business leaders. The Team confirmed that students would be supported in terms of the appropriate questions to ask their interviewees and students would only visit companies approved by Strategy First.

4.3.4 In connection to the above, the Panel wanted to know what would be covered in the themed portfolio as it was noted that it had a small word count of only 800 words while it was expected to address all 5 learning outcomes; this seemed somewhat ambitious. The Team explained that this assessment was the same on the on-campus version of the module and stated that students would build a themed portfolio of written evidence which would cover a summary of a number of group work activities and would bring together their strategic analysis of the topic covered. Students would also be able to use the evidence in an exam to supplement their exam answers. To ensure consistency throughout the programme the Team was asked to review the allocation of assessment weighting across the modules.

4.3.5 The Panel noted that a few of the topics were covered a number of times across different modules. One such topic was leadership which featured in the Leading and Managing Change module as well as in the Organisational Behaviour and Management module. While it was recognised that some overlap between topics was inevitable and even encouraged, the Panel was keen to learn how the Team would ensure consistency and progression throughout the programme and that students would not be provided with conflicting information. The Team reassured the Panel that one person would be in charge of coordinating all the modules and there would be regular programme meetings to discuss which topics were given more weight within individual modules, upcoming assessment tasks and check for possible duplication.

4.4 Learning and Teaching approaches

4.4.1 The Panel felt that the teaching and learning strategy had not been sufficiently articulated in the documentation and asked the Team to elaborate on how they planned to move from a more didactic method of teaching on the NCC programme to a more andragogical approach to teaching on the BA programme and how the teaching and learning strategy would be operationalised. The Team expressed their commitment to applying active learning approaches and to deliver seminars and workshops focusing on discussion, problem solving and reflection. As an example the Team referred to the Critical Research Enquiry module where students would be given the opportunity to take part in a role play and improve their communication skills, as part of Evaluating Strategy module students would be asked to write reflective reports on industry visits they undertook and students would learn about group dynamics while participating in group activities. The Team noted that students already experienced various teaching styles and assessment methods on the NCC programmes. Furthermore, the Team highlighted that Strategy First and Oxford Brookes University were

documentation as the handbook gave the impression that the module was made up of two 15 credit modules instead of it being a double 30 credit module.

- 4.5.4 After having reviewed the module descriptors the Panel asked the Team to review the Entrepreneurial Business Management Module Descriptor (307) and the Managing Career Module (304) and standardise the representation of word count; consider the appropriateness of the 30% pass rule for modules with multiple assessments where the assignments cover the same learning outcomes (for example in the case of module 309) and assign the appropriate learning outcomes to the personal development plan in the Managing Career module.
- 4.5.5 Given that the home programme did not have exams the Panel asked the Team to elaborate on the rationale for introducing exams to the programme in Myanmar. The Team explained that they applied the principles of the Brookes Assessment Compact and aimed to allow students to reach their full potential. It was highlighted that in Myanmar exams were an established mechanisms of assessment and were an embedded part of the learning environment. The Team also reassured the Panel that the overall workload was not increased on any of the modules. For example, the on-campus module Ethics in Business module included an Evaluative written assignment (2000 words) and a reflective statement (500 words) while the Myanmar version of this module had a two hour exam and a 15 minutes presentation.
- 4.5.6 Overall the Panel felt that there was a very good spread of different forms of assessment with ample opportunity for reflective learning and formative feedback. Certainly all the modules appeared to be adequately assessed, although the Panel had identified some discrepancies between the volume of assessment across modules with the same credit value and expressed concern about a perceived over assessment on some of the modules, for example the International Human Resource Management module (308) and the Managing Career module (304). It was further noted that while the Organisational Behaviour and Management module (302) included a 1400 word count weighting 40% the Strategic Management module (305) had a 800 word themed portfolio worth 40%. The Team was asked to review the assessment weighting across all the modules.

4.6 Learning resources and facilities

- 4.6.1 The Panel was keen to learn from colleagues at Strategy First what support they expected from Oxford Brookes University. There was recognition amongst the Team that while some of the Module Leaders had extensive teaching experience at international universities and many of the teaching staff had international qualifications they were looking forward to further developing their understanding of the UK higher education system. The Team was keen to further explore a broader assessment mix, learn how the five core Graduate Attributes were embedded in the programme, examine closer a number of student centred approaches to teaching and share best practice in terms of teaching material, exam papers and marking scheme. The Team confirmed that colleagues in Myanmar would have access to the University's Moodle site and they would create assessment tasks and briefs in collaboration based on previous examples on the home programme. The Team was also keen to up skill teaching staff by for instance enrolling them on the Oxford Brookes University PGCHE programme and by working with OCSLD. The Liaison Manager and other staff members from Oxford Brookes would continue be involved in the ongoing delivery of staff training and a needs analysis would be carried out to establish what areas of pedagogy and development were best focused on. It was also recognised that the teaching staff at Strategy First had a wealth of expertise and both teams were looking forward to sharing best practice.
- 4.6.2 The Panel was keen to learn how the Buddy system would be managed and whether the Team at Oxford was confident that they would be able to support the team in Myanmar adequately leading up to the January start date. In response the Team explained that they have already discussed moving the start date to the middle of January from the 1st of

January which would give them extra time to complete any necessary training. The Team further noted that the programme benefited from the support of two full-time programme administrators and the full-time International Partnership Development Manager at Oxford Brookes University and the Liaison Manager were allocated hours to monitor and support the partnership. There were a number of Oxford Brookes colleagues who already expressed an interest in becoming buddies and they would be managed the same way all the other collaborative provision programmes were managed. The Panel noted the responsiveness and the willingness of the Team in Myanmar to work closely with Oxford Brookes colleagues but given the start date of the programme the Panel asked the Team to submit a detailed timeline of the activities both partners needed to undertake in order to ensure operational readiness for January 2018. The Team was also asked to provide the final programme start date and any all relevant documentation.

4.6.3 The Panel was keen to learn whether the Team was confident that they will be able to recruit guest lecturers to teach on the programme. The Team confirmed that they would be able to rely on the extensive links they had with executives from the education, construction, textiles and the sales/marketing sectors through the MBA programme and they would also be able to draw on their network of lecturers from Yangon University of Economics.

4.6.4 The Panel heard that in order to ensure that resources continued to meet demand there would be six monthly checks in place, undertaken via the Liaison Manager. Current expansion plans included a purpose-built teaching space being built in the next few years. However, before the provision would be able to expand the Team would need to submit a new proposal to the Learning Partnership Advisory Group which submission would automatically include the re-assessment of resources.

4.6.5 The Panel learned that Turnitin was already used on the NCC programmes, students were used to uploading their assignments through this platform and the Team had already been using the Grademark to provide feedback to students. The Team noted that while they used Turnitin to detect cheating, they also undertook work to detect contract cheating and communicated to students that any form of cheating resulted in being expelled. The Team felt that due to being a small institute lecturers had a very close relationship with their students and were confident that they could detect issues.

4.6.6 The Panel was shown the online programme management system which included student facing information such as teaching material, assignment briefs, marks and the timetable as well as discussion areas. The Team planned to organise teaching material in terms of weeks as per Oxford Brookes guidance. It was noted that due to the popularity of mobile phones in Myanmar the Team had been keen to enable students to access all course related information via their mobiles and for example the student management system was already available as a mobile application. The Team confirmed that while they continue using their own programme management systems, Module Leaders would have access to Moodle. The Panel was impressed by the online registration system which enabled online enrolment; students also confirmed it was very easy to enrol online and to manage their programme.

4.7 **Enhancing the quality of the student experience and employability**

4.7.1 It was clear from the documentation that student would receive a lot of individual support not only from their Module Leaders but also from Module Assistants. When the Panel asked how the Team would ensure continuous individual support the Team explained that the main point of contact for all students would be the Head of Student Support who would have an oversight of students' programme and any ongoing issues. It was confirmed that before any expansion of the provision the Team would look at the student staff ration and if needed would allocate more resources to student support services.

4.7.2 The Panel heard evidence of an open culture and students confirmed that they were given the opportunity to provide feedback on their experience. When asked, the Team confirmed

that there were formal mechanisms in place to elicit student feedback; students were asked to comment on their programme twice a term, first in week 4 then again at the end of the semester. The Team also confirmed that they would continue having programme representatives and welcomed the suggestion to study the Oxford Brookes Student Union's student representative training material in order to better prepare their students for the student representative role.

- 4.7.3 The Operations Manual stated that for the first year of the programme the sample size for moderation would be 100%. Thereafter the sample size would be all scripts with a mark of 70% or over, all scripts with less than 40% and 10% scripts from the remainder across the mark range. When asked, the Team confirmed that they would take a risk-based approach to moderation and if the Liaison Manager, External Examiner, Exam Board or Buddies had any specific concerns the Team would be able to ask for the sample size to be increased.
- 4.7.4 The Panel, having spoken to students, felt that while the documentation was clear about the career advice students had access to, these services could be better promoted amongst students, for example as part of induction.

SECTION 5: REPORT SIGN OFF

Chair	27.10.2017
Panel	06.11.2017
CPSC	07.12.2017
Faculty AESC	24.01.2018

Appendix B

Operations Manual

Collaborative Provision OPERATIONS MANUAL

Partner organisation/s:	Strategy First Institute (herein known as "Strategy First")
Programme title/s:	BA (Hons) Business and Management (Final Year Top Up) Articulating from the NCC Diploma in Business
Location of delivery:	No. 237 U Wisara Road, San Chaung Township, Yangon, Myanmar
Mode of delivery:	Full time
Date approved:	15 th November 2017
Date of expiry:	15 th November 2022

LOG OF CHANGES TO OPERATIONS MANUAL

Outline of changes made	Date approved (and by whom, e.g. Faculty AESC)
Operational Calendar: Section 5: Section 2.1	6.03.2018

SECTION 1: CONTACT DETAILS

1.1 PARTNER CONTACTS AND ADDRESSES

Name of Partner:	Strategy First Institute
Address:	#8, Ground Floor and First Floor, Pan Chan Tower, Corner of Dhamma Zedi and Bagayar Road, San Chaung Township, Yangon, Myanmar
Telephone no:	+95 9 250 7171 66-68
Website:	http://www.strategyfirstinstitute.com/
Senior contact:	Aung Kyaw Htay (Mr) Corporate Affairs Director
Address/es of delivery location/s	No. 237 U Wisara Road, San Chaung Township, Yangon, Myanmar

- i. Strategy First must not deliver the Programme at any premises other than those identified above without the prior formal consent of the University, following the process for approval of additional delivery sites as set out in the University's Quality & Standards Handbook.
- ii. Strategy First leases the premises as outlined above. The lease expires on May 2021. The minimum notice period for vacating the premises is 6 months.

1.2 UNIVERSITY KEY CONTACTS

Faculty managing the partnership:	Oxford Brookes Business School
Strategic contact in the Faculty:	Mr Andrew Halford, Associate Dean Strategy and Development and Dr Sara Hannam, Head of International Partnerships, Oxford Brookes Business School
Programme leader (University)	Mr Ross Jordan, Programme Lead, BA (Hons) Business and Management, Oxford Brookes Business School
University Liaison Manager*	Mrs Claire Jones, Subject Coordinator, BA/BSc (Hons) Business Management, Oxford Brookes Business School
Administrative contact (University)	Dave Ainslie, Partnership Support Officer, Oxford Brookes Business School

SECTION 2: PROGRAMME INFORMATION

2.1 PROGRAMME DETAILS

Programme code:	SF10
Programme title:	BA (Hons) Business and Management ("Top Up")
Named awards:	BA (Hons) BA (Ordinary Degree)
Responsibility for delivery:	Strategy First Institute
Mode/s of delivery:	Full Time
Language of delivery and assessment:	English only (all costs of translation of relevant paperwork to be met by the partner)
Professional body accreditation:	N/A
Student status with Oxford Brookes University:	Registered
Funding:	Guaranteed minimum income to the University by Strategy First as part of the legal agreement

2.2 PROGRAMME STAFF

- i. The following staff have been approved by Oxford Brookes University to deliver and manage the Programme/s:

Programme Manager (Partner)	Dr. Sein Min, Programme Lead & Academic Director
Programme Administrator (Partner)	Wai Yan Lin, Liaison Officer

Module code and title	Module Leader names	
	Partner	University 'buddy'
BM301 Evaluating Strategy	U Win Thu Aung (Module Leader) Daw Yin Myo Aye (Module Assistant)	Suze Mathews
BM302 Organisational behaviour and Management	Dr Aung Ko Ko (Module Leader) U Myo Htet Naing (Module Assistant)	Suze Mathews
BM303 Ethics in Business	Dr. Alexander Franco (Module Leader)	Suze Mathews

	Daw Khin kant Kaw (Module Assistant)	
BM304 Managing Careers	Ms. Carine Le Port (Module Leader) Daw Moht Moht Nyein (Module Assistant)	Suze Mathews
BM305 Strategic Management	Dr. Alexander Franco (Module Leader) U Myo Htet Naing (Module Assistant)	Suze Mathews
BM306 Critical Enquiry Research Project	Dr. Sein Min (Module Leader) Daw Sann Wai Khine (Module Assistant)	Suze Mathews
BM307 Entrepreneurial Business Management	Daw Soe Soe (Module Leader) Daw Khin Kant Kaw (Module Assistant)	Suze Mathews
BM308 International Human Resource Management	Daw Ohnmar Myint (Module Leader) TBD (Module Assistant)	Suze Mathews
BM309 Leading & Managing Change	Ms. Ellen Maynes (Module Leader) TBD (Module Assistant)	Suze Mathews
BM310 Perspectives on International Management	Dr. Nan Shwe Yi Thein (Module Leader) TBD (Module Assistant)	Suze Mathews

Other approved teaching/learning support staff (including mentors in practice, where applicable):

- ii. Strategy First must not deploy any staff other than those named above to teach on the Programme without the prior consent of the University. This consent is given through formal approval of the curriculum vitae for the proposed additional or replacement teaching staff by the relevant Faculty Academic Enhancement and Standards Committee. This should be passed, in the first instance, via the University Liaison Manager. This includes staff that is already approved but is assigned to teach other Modules in the same Programme.
- iii. Strategy First undertakes to maintain the staffing levels shown above, which have been accepted by a University approval panel as the appropriate levels of staffing for successful delivery of the Programme. Strategy First must notify the University if they become at risk of breaching their obligation to provide sufficient staffing to maintain the student experience on the Programme. The costs of any interim arrangements put in place to provide cover for teaching on the Programme will be charged to Strategy First.
- iv. Strategy First is responsible for the appointment of appropriately qualified and experienced staff - who meets the University's requirements, as set out in the Quality & Standards

Handbook and associated guidance - to support delivery and management of the Programme.

- v. When Strategy First recruits new staff specifically to teach on the Programme, the University Liaison Manager should be consulted for advice on the skills and experience required, and should be invited to be involved in the selection process. The induction of new staff employed to teach on the Programme is the responsibility of Strategy First with support from the University Liaison Manager.

2.3 UNIVERSITY REGULATIONS

- i. The Programme is subject to the policies and procedures set out in the core University Regulations. For the BA (Hons) Business and Management the University's UMP regulations apply <http://www.brookes.ac.uk/regulations/current/specific/b2/>
- ii. Specific regulations relating to the assessment of the Programme, as approved by the University's approval or periodic review panel, are set out in the Programme Handbook.
- iii. Strategy First must retain the approved Programme documentation for all cohorts, including the regulations that apply to each cohort, until the period in which appeals may be made has expired. This period is ten years. The documentation must then be archived.
- iv. The University Liaison Manager will provide the Strategy First Programme Manager with a copy of any new or revised University policy or regulation relevant to the delivery, assessment or quality assurance of the Programme, or the way in which the relationship with the University and/or with the students on the Programme should be conducted. The Partner is responsible for ensuring that this information is communicated to all Programme staff.
- v. There are no variations from the University Regulations for this Programme.

SECTION 3: RESPONSIBILITIES AND ENTITLEMENTS

3.1 MARKETING

- i. Strategy First is responsible for all costs and any advertising and promotional materials and activities in respect of the Programme, and shall market and promote the Programmes as approved by the University at its own expense.
- ii. The partnership between the University and Strategy First with respect to the Programme may be represented only as specified in the approved Programme documentation and the Agreement. Any account given to any third party, including prospective students, which deviates from the provisions of the approved arrangements will be regarded as misrepresentation. Neither party may use the name or logo of the other without their express prior consent, unless otherwise provided for in the Agreement.

3.2 RECRUITMENT AND ADMISSIONS

- i. The recruitment of prospective students to the Programme is the responsibility of Strategy First.

- ii. Strategy First shall only consider granting admission to the Programme to those prospective students who meet the entry requirements stated in the approved Programme Specification.
- iii. The admissions process is subject to review and audit by the University and forms part of the Periodic Review. The University Liaison Manager will also carry out routine checks during visits to ensure the audit trail is in order. The University retains the right to refuse registration for an award to any applicant whom it does not consider to meet the approved entry requirements set out in the Programme Specification.
- iv. Strategy First is responsible for checking and verifying the qualifications held by applicants to the Programme, and for verifying the identity of all students admitted to the Programme.
- v. The admissions procedure for the Programme is:
 - a. Applications are made to Strategy First by online submission.
 - b. All applications are uploaded to <http://www.strategyfirstclasses.com/20170905%20Application%20Form.pdf> for approval by the Strategy First Admissions Department
 - c. The following documents should be admitted for evaluation
 - Certified photocopy of academic qualifications, certificates, results from Levels 4 and 5 if applicable;
 - Photocopy of student's identification documents
 - Results of appropriate English language examination in line with the agreed policy developed by Strategy First and the University
 - Strategy First Programme application form
 - University application form
- vi. Once academic qualifications and English Language competence have been authenticated applicants are given either rejection, conditional or unconditional offer letters (issued and signed by Strategy First).
- vii. ~~Applicants who do not hold the relevant NCC Advanced Diploma will need to have their~~ qualifications assessed. This will initially be evaluated by Strategy First in terms of suitability of their qualifications and English level via a mapping exercise which evaluates student's previous learning record against Level 5 NCC Diploma in Business Module learning outcomes. In the cases where there are deficits the student will be required to complete or partially complete the Strategy First NCC Diploma in Business Level 5. An offer may be made to an applicant on the basis of this mapping, but Strategy First must supply the University Liaison Manager with the mapping and details of the previous study for approval. Once mapped and approved, the same qualification for subsequent applicants can be approved by the University Liaison Manager without further approval of the mapping.
- viii. Applicants seeking entry on the basis of Approved Prior Experiential Learning (APEL) directly to the Programme will be directed to the University (via the University Liaison Manager) immediately and the University and Strategy First will jointly evaluate the suitability of the candidate for entry onto the Programme. All offers are made subject to approval by the University and should follow the guidance found at <http://www.brookes.ac.uk/regulations/current/core/a2/a2-1/>

3.2.1 Arrangements for Monitoring and Reviewing Articulating Strategy First NCC Diploma Programme

- i. At least once a year the University Liaison Manager will review a sample of work from across a range of Modules from the NCC Diploma in Business Level 5. This will include assessment briefs, assignments and examinations. This is to ensure that the standard of entry remains appropriate for entry onto the BA (Hons) Business and Management final year. A sample of approximately 10% will be drawn from all core Modules across the NCC Programme, with an emphasis on the pass/fail threshold. If the cohort number is small then this percentage will be adjusted to provide an appropriate insight into the required level. The University Liaison Manager will produce a report on this moderation activity and make it available to the External Examiner. The University Liaison Manager report will be included in the Annual Programme Review and thereby considered by the Oxford Brookes Business School AESC.
- ii. The External Examiner assigned to the BA (Hons) Business and Management will review the moderation activity mentioned in 3.2.1.1 to satisfy themselves that the level of articulation has been maintained and the External Examiner will mention this in their report.
- iii. The Strategy First Programme Manager will inform the University Liaison Manager of any changes the NCC Advanced Diploma

3.3 ENROLMENT/REGISTRATION

- i. Strategy First must provide clear information to applicants that students admitted to the Programme have registered status at the University, and the entitlements conferred by this status.
- ii. The access entitlements to University learning resources and support services are given in sections 3.8 and 3.9 below.
- iii. The registration procedures below must be followed:
 - a. As soon as a student has been admitted to the Programme, having met all conditions of entry, the Strategy First Admissions Manager is responsible for sending the University Liaison Manager such information as is required by the University to register the student onto the University's Validation and Student Management System (VSMS), including full name, title, date of birth, gender, Programme code, start date, expected completion date and Strategy First student number.
 - b. Following receipt of all this information, the University shall register the relevant students for the award to which the Programme leads, and the University Liaison Manager will provide Strategy First with a confirmation list of all students registered for the relevant award. Strategy First is responsible for providing immediate notification of any errors of consistencies in the list.
 - c. Strategy First is responsible for informing the University Liaison Manager of any subsequent amendments required to the list of registered students – they should

provide immediate notification of any students to be added or deleted from the list of those students registered to the Programme at the University.

- d. Strategy First must make clear to students the registration with the University is a pre-requisite for their eligibility to be considered for a University award by an Examination Committee, regardless of their contract with Strategy First, but that this registration does not confer on them any entitlement to use the University's facilities (other than where there is general public access).

3.4 DATA MANAGEMENT

- i. Strategy First is responsible for creating and maintaining accurate records of every student enrolled on the Programme, including records of Modules taken and marks received, using a format agreed with the University Liaison Manager. Strategy First shall provide these details to the University on request (this may be via the University Liaison Manager, or directly to the Course and Student Administration Team), for the preparation of certificates and transcripts, and of student number returns to the relevant authorities.
- ii. Strategy First must store and process the records in a manner and to standards approved by the University and Strategy First shall comply with any initial or subsequent requirements of the University in these respects. Refer also to Appendix C.
- iii. The University will keep a record of the approved definitive Programme and partnership documentation, lodged in the Academic Policy & Quality Office. The APQO will manage the documentation in accordance with the University's records management policy.
- iv. See also Appendix E.

3.5 STUDENT INDUCTION

- i. Strategy First is responsible for providing an appropriate induction for new students into the expectations and requirements of the Programme.

3.6 LEARNING AND TEACHING

- i. Strategy First must deliver the Programme in accordance with the approved curriculum and assessment strategies, as set out in the Programme Specification (Appendix A) and in the Module descriptions.
- ii. Each student on the Programme must be provided by Strategy First with an up to date Programme Handbook, prepared according to the format prescribed in the University's Quality and Standards Handbook, to include the approved Programme Specification and clear information about the policies, regulations and procedures which apply to the Programme; and approved by the University through a properly constituted approval or periodic review panel. The handbook must be updated annually by Strategy First, in consultation with the University Liaison Manager.
- iii. The procedures for dealing with mitigating circumstances claims, academic appeals, and complaints relating to the Programme, are as follows:

3.6.1 Mitigating circumstances

- i. The University's Regulations (A3.5) on dealing with mitigating circumstances apply <http://www.brookes.ac.uk/regulations/current/core/a3/a3-5/>
- ii. Section 5.4 of the above regulations describes the composition of the Mitigating Circumstances Panel (MCP) membership. At Strategy First the MCP is made up as follows:

Chair – Programme Lead (Strategy First)

Members – Senior Academic manager (Strategy First), at least 1 x Module Leader of relevant Module (Strategy First), University Liaison Manager

Secretary – (Administration Manager, Strategy First) – who will keep notes and inform student of the outcome

In all other respects, the standard University regulations apply.

3.6.2 Academic appeals

- i. The University's Regulations (C3) on dealing with academic appeals apply <http://www.brookes.ac.uk/regulations/>
- ii. Requests for reviews of Examination Committee decisions should follow the format in the University regulations <http://www.brookes.ac.uk/students/your-studies/student-disputes/academic-appeals/> and be forwarded immediately to the Student Disputes Team in the University's Student Central via the Strategy First Administration Manager and the University Liaison Manager.

A student may only request that a decision is reviewed on the grounds that:

- The assessment was not conducted in accordance with the regulations of the Programme; and/or
- The judgement of an examiner or examiners was improperly affected by personal bias; and/or
- There was a material administrative error or some other material irregularity in the conduct of the assessment, such that the assessment decision would have been materially different had the error or irregularity not occurred.

3.6.3 Student complaints

- i. The University's Regulations (C2) on dealing with student complaints apply <http://www.brookes.ac.uk/regulations/>

Complaints Procedure

- i. All complaints and concerns should try to be resolved by the student in discussion with the Module Leader, Programme Leader or the Academic Director in the first instance. If an issue cannot be resolved then the formal Strategy First student complaints procedure shall be followed, as detailed below;
- ii. Any formal complaint should be addressed to Student Services at Strategy First Institute, either by email or letter. The complaint will be acknowledged within 24 hours in writing. Student Services can provide support and guidance to students regarding the process. It is the student's responsibility to provide any relevant evidence to support their complaint.

Student Services (with the support of the Academic Director) will investigate any complaint involving a Module Leader or other member of teaching staff and will inform staff of their recommendations. Once the investigation is completed, students will be informed of the results;

- iii. All complaints are dealt with in the first instance via the Strategy First complaints procedure listed here. All complaints should be reported to the University via the University Liaison Manager. If a student is not satisfied with the Strategy First complaints procedure, they may utilise the Oxford Brookes University complaints procedure, but only once it has been established no resolution can be found with Strategy First (see below (iv) for details of which type of complaint can be dealt with by the University). Details of this procedure can be found at <http://www.brookes.ac.uk/regulations/>
- iv. Complaints that relate to quality of teaching, the learning experience or learning support or any other academic matter, such as disputes about standards of awards, marks/grades or the way academic misconduct has been dealt with or about assessment issues, are referred to the University complaints procedure as listed in (iii) above should the student be unsatisfied with the outcome of the Strategy First complaint procedure;
- v. Any non-academic issues such as facilities provided by Strategy First or a dispute regarding fees should be directed to Strategy First as listed in (i) above;
- vi. If students are unsatisfied with the Strategy First complaints procedure they may contact the Principal of Strategy First Mr Aung Chit Khin;
- vii. The complaints procedure is communicated to students in the Programme Handbook;
- viii. If there are any material changes to the procedures governing complaints the University must be informed immediately.

3.7 ASSURANCE OF TEACHING QUALITY

- i. Strategy First is responsible for putting in place effective measures to induct, and to monitor and assure the proficiency of, staff teaching on the Programme. CVs for new staff must be sent to the University Liaison Manager for approval.
- ii. Strategy First is responsible for ensuring that staff teaching on the Programme have access to, and funding for, relevant staff development opportunities to enable them to continue to meet the University's requirements for the proficiency of staff delivering Programmes leading to its awards, and to ensure that their teaching and assessment practices meet the expectations of the sector as articulated within the UK Quality Code. Strategy First will also ensure that staff has adequate time to undertake development opportunities.

3.8 LEARNING RESOURCES

- i. Strategy First is responsible for the provision of the following learning resources to support the delivery of the Programme:
 - a. Library resources (agreed with the University Liaison Manager in consultation University and Strategy First Module Leaders)
 - b. A suitable e-data base for journal access "EBSCO Business Source Complete"

- c. Computer facilities and commensurate study spaces for both individual and group work
- d. Student recreational facilities
- e. A Virtual Learning Environment (VLE) which at Strategy First is known as "My Strategy First"

3.9 STUDENT SUPPORT AND CONDUCT

Support:

- i. Strategy First is responsible for the provision of academic and pastoral support to students enrolled on the Programme, and must provide access to those students with disabilities to the best of their ability. Strategy First should seek in-country experts to help ensure that facilities are adapted where they do not possess expertise themselves

Conduct:

- ii. The University's Regulations (C1) on student conduct apply in relation to academic conduct <http://www.brookes.ac.uk/regulations/>. The Disciplinary Officer appointed by the Partner to deal with investigations into cases of academic misconduct on the Programme is the Strategy First Academic Director. In cases involving breaches of the Academic Regulations, the University, via the Liaison Manager, should be notified.
- iii. Strategy First regulations regarding student conduct apply to general behaviour.

3.10 ASSESSMENT, MARKING AND MODERATION

- i. The University is responsible for approving the assessment strategy for the Programme, and Strategy First is responsible for implementing the assessment strategies as approved in the Module Descriptions.

The University's policy on "anonymous marking" will apply
<https://www.brookes.ac.uk/regulations/current/core/a3/a3-6/>

- ii. Strategy First must send draft assignment briefs and examination papers to the University Liaison Manager and to the External Examiner, for agreement and formal approval prior to being issued to students. The process is as follows:

The Strategy First Module Leader shall:

- a) Draft and be responsible for the typing and copying of all assessments (examination and coursework assignments) relevant to the Module (including any resits) such that each assessment tests the achievement of the Module's learning outcomes;

- b) Produce a marking scheme appropriate for each assessment;
- c) Be responsible for the good management and operation of the assessment process including the conduct of assessments on students and the marking and grading of assessments in accordance with the approved marking scheme;
- d) Be responsible for first marking and in conjunction with the Strategy First Programme Lead identifying an appropriate second marker to undertake second marking of a minimum of 10% including all A and fail grade of assessed work;
- e) In the event of a disagreement between first and second markers at Strategy First which cannot be resolved, the University Liaison Manager and the Strategy First Programme Lead will find a resolution;
- f) The University Liaison Manager and the Strategy First Programme Lead will refer any unresolved differences to a third assessor at Strategy First; in the case of any outstanding unresolved differences, this will be referred to the Oxford Brookes Business School Associate Dean (Student Experience) for resolution.

The Strategy First Administration Manager shall:

- a) Submit all assessment materials (examination questions, coursework assignment briefs, marking schemes) including resits to the University Liaison Manager for moderation by the nominated members of academic staff (known as "buddies") from the Oxford Brookes Business School at least ten weeks before the date of the assessment. Any amendments as a result of the moderation must be made by the Module Leader before being submitted to the External Examiner for comment;
- b) At last six weeks before the date of the Examination Committee meeting the Examination officer shall by secure courier send to the University Liaison Manager for moderation by the University a sample of marked coursework and examination scripts for each Module whose results are to be considered by that Examination Committee. This should be accompanied by completed marksheet for the Module. Assessment materials will always include examination questions, coursework assignment briefs and marking schemes;
- c) For the first year of the Programme the sample size will be 100%. Thereafter the sample size will be:
 - a. All scripts with a mark of 70% or over
 - b. All scripts with less than 40%
 - c. 10% scripts from the remainder across the mark range;
- d) If the University Liaison Manager has any specific concerns regarding a particular Module they may ask for the sample size to be increased;
- e) Strategy First is responsible for marking student work against the approved assessment criteria, and for providing feedback to students, in accordance with the University's Assessment Compact <https://www.brookes.ac.uk/aske/brookes--assessment-compact/>

- iii. The University Liaison Manager is responsible for ensuring that the internal moderation procedure has been carried out, as follows:
 - a) Moderation of samples in accordance with the University's internal moderation policy;
 - b) Communicate to the Strategy First Academic Director the comments of the University member of staff "Buddy" undertaking the moderation and, where there are any material difference in the marking, discuss with Strategy First Module Leaders and the University Buddy a means of resolving those differences;
 - c) Prepare a moderation report and send it to the Strategy First Academic Director and the External Examiner before the Examination Committee;
 - d) External Examiners review the sample before the Examination Committee. If an External Examiner is unable to attend the Examination Committee meeting (ordinarily to be carried out virtually), the University is responsible for arranging the sample to be sent in sufficient time to allow the External Examiner to undertake the review and forward their written comments for consideration at the meeting.

3.11 EXTERNAL EXAMINERS

- i. The University is responsible for the selection and appointment of External Examiners for the provision, in accordance with the University Regulations on external examining.
- ii. Under normal circumstances Examination Committee meetings will be undertaken by video conference. The External Examiner may, on occasion, visit Strategy First at a frequency of approximately one to two time during their full length of service. They may, either in person or virtually, meet with Senior Academic Management or Module Leaders to discuss operational issues relating to the delivery, student performance and review teaching facilities and learning resources. They will also attend the Examination Committee during this visit.
- iii. Strategy First is responsible for the timely provision of the necessary information to the External Examiner in advance of the Examination Committee, for providing the External Examiner/s with appropriate access to the Programme and the students, and, with the support of the University Liaison Manager, for responding to External Examiners' reports.
- iv. Strategy First shall provide all assessed work and Programme documentation including Module handbooks to be available for moderation by the University and the External Examiner.
- v. On receipt of the External Examiner's annual report from the Academic Policy & Quality Office, the University Liaison Manager is responsible for forwarding a copy of the report to the Programme Lead at Strategy First, and discussing with them the issues contained within it.
- vi. The University Liaison Manager is responsible for coordinating a response to the report, which must be approved by the Programme Committee, through the Annual Programme Review process, and subsequently by the relevant Faculty/School Academic Enhancement & Standards Committee. The approved response must be sent to the External Examiner, in accordance with the requirements of the University regulations on external examining.

3.12 EXAMINATION COMMITTEE

- i. Strategy First is responsible for drawing up a schedule of Examination Committees for approval by the University Liaison Manager and communication to the External Examiner. Strategy First is responsible for convening appropriately constituted meetings, in accordance with the University's Regulations; and for providing administrative support, including the production of awards and progression lists and minutes of meetings to the standard required by the University.
- ii. Awards lists and minutes of meetings must be passed by Strategy First's Administration Manager to the University, via the University Liaison Manager, as soon as possible after the meeting. It is the University Liaison Manager's responsibility to ensure that awards lists are received by the Course and Student Administration Team within an appropriate timescale.
- iii. The Examination Committee will be constituted as follows:
 - Chair (a suitably senior and experienced member of the University, normally the University Liaison Manager) nominated by the Dean of Oxford Brookes Business School
 - Strategy First Academic Director
 - Strategy First Programme Lead
 - Strategy First Module Leaders for all Modules being considered at the meeting
 - External Examiner
 - University Liaison Manager (if not in the Chair)
 - Any Oxford Brookes Business School member of staff ("Buddy") involved in moderation
 - Other University representatives may attend at the discretion of the University
 - Strategy First Administration Manager shall take notes and prepare minutes of the Examination Committee

At least four members must be present in order for the Examination Committee to be considered quorate and therefore authorised to make decisions.

- iv. Any disputes that have arisen during the marking process between internal examiners, or between the internal and External Examiners, which cannot be resolved by the Examination Committee must be referred to the Chair of the University's Academic Board.

3.13 AWARDS

- i. The power to grant a University award is exercised as a decision of the University acting alone. No awards other than those approved by the University and named in section 2.1 may be made to students successfully completing the Programme/s.
- ii. It is Strategy First's responsibility to provide the Course and Student Administration Team with a list of students who have been considered by the Examination Committee and are recommended for awards. The awards list must be prepared by the Strategy First Administration Manager in accordance with the University's approved format and the information sent to the University in a timely manner (within 10 working days of the date of the Examination Committee).

3.14 CERTIFICATES AND TRANSCRIPTS

- i. The University has sole responsibility for the production of awards certificates and transcripts

- ii. Award certificates will include:
 - a) the University's name and seal;
 - b) the signature of the Vice-Chancellor of the University;
 - c) the title and classification (if appropriate) of the award;
and
 - d) the wording "this certificate must be read in conjunction with the student transcript giving details of the partner organisation, Strategy First Institute, by which the Programme was delivered".
- iii. Transcripts will include:
 - The language of instruction and the language of assessment;
 - The name and location of Strategy First who delivered the provision;
 - Marks attained in each Module studied.
 - Strategy First shall produce a transcript to be sent to the University for any student completing a Programme or otherwise ceasing to be registered with the University for the award to which the Programme leads (for example the reason for failure or voluntary withdrawal). The transcript shall be verified by the University and embossed before being issued to the student.

3.15 GRADUATION

- i. Strategy First is responsible for arranging and conducting at its own expense a graduation ceremony, in accordance with the University's protocol.
<http://www.brookes.ac.uk/students/graduation/information-for-staff/>
- ii. The graduation ceremony should be held at a suitably formal venue of Strategy First's choice in Yangon, Myanmar.
- iii. Strategy First, via the University Liaison Manager, is responsible for providing award lists, of students eligible to graduate, to the Course and Student Administration Team at least two months in advance of the ceremony.
- iv. A senior member of Oxford Brookes Business School will, where possible, attend the ceremony to represent the University. An invitation should be sent by Strategy First via the Oxford Brookes Head of International Partnerships.

3.16 PROGRAMME COMMITTEE

- i. It is Strategy First's responsibility to establish a Programme Committee, the membership of which shall be as follows:
 - Strategy First Programme Lead (Chair)
 - all Module Leaders at Strategy First
 - other staff teaching on the Programme, as appropriate
 - two student representatives from Level 6 of the Programme
 - other specialist staff supporting the delivery of the Programme, as appropriate
 - The Strategy First Administration Manager who shall produce minutes in accordance with the template provided by the University Liaison Manager
- ii. The University Liaison Manager has the right to membership of Programme Committees, and must, as a minimum, be provided with the minutes of the meetings produced by Strategy First. Strategy First must provide the University Liaison Manager with a membership list each academic year, for approval.

- iii. A meeting of the Programme Committee must be convened at least once per semester, with an additional meeting convened to conduct the Annual Programme Review to consider the BA (Hons) Business and Management Programme.
- iv. The remit of the Programme Committee is to:
 - a) monitor the Programme delivery and curriculum, ensuring it is delivered as approved in the Operations Manual and Programme Handbook, and make recommendations for change, as necessary;
 - b) ensure that the timetabling of Modules, assignments and examinations are coordinated in a timely fashion and communicated to both staff and students;
 - c) ensure that a suitable induction Programme is in place for new students and review the effectiveness of the induction Programme annually;
 - d) monitor the adequacy of teaching materials, staffing, and learning resources supporting the delivery of the Programme/s, including placements, to assure the quality of the learning opportunities provided to students;
 - e) consider feedback from students, via the results of Module evaluation surveys, from the student members and from other student forums, and ensure that appropriate action is being taken in response to issues raised;
 - f) receive and approve the Annual Programme Review report, through a specially convened Annual Review meeting of the Committee, and monitor the implementation of action arising;
 - g) receive External Examiners' reports and ensure appropriate action is taken in response to issues raised.
 - h) consider and agree assignment briefs, project briefs, examination papers, and marking schemes, in accordance with the approved assessment strategies for the Modules on the Programme/s, in preparation for approval by the University and External Examiner (**students should not be present for this item**);
 - i) receive and consider an annual report from the Academic Conduct Officer (**students should not be present for this item**).

3.17 STUDENT FEEDBACK

- i. It is the Strategy First's responsibility to establish appropriate mechanisms for eliciting feedback from students on the quality of their learning experience, and to ensure that the issues raised are considered by the Programme Committee. Student feedback derived from Module evaluation forms, meetings with the University Liaison Manager and feedback from elected student representatives shall be tabled as a standing item on the agenda of all Programme Committee meetings and agreed actions recorded as a formal minute.

3.18 QUALITY ASSURANCE – PROGRAMME APPROVAL, MONITORING AND REVIEW

- i. The University has ultimate authority for the academic standards of any awards made in its name, and the arrangements for the approval, monitoring and review of the Programme are set out in the University's Quality & Standards Handbook: <http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/>, particularly the sections on Programme design and approval, annual monitoring and review, periodic review of Programmes and collaborative provision.

Strategy First is responsible for abiding by these procedures, with the support of the University Liaison Manager.

3.19 PROGRAMME MODIFICATIONS

- i. Changes to the Programme may be recommended by the Strategy First's Programme Committee, but must be formally approved by the University through the appropriate procedures as set out in the Quality and Standards Handbook.
<http://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook/programme-design-and-approval/modifications/> Strategy First is responsible for abiding by these procedures, with the support of the University Liaison Manager.

3.20 PUBLISHED INFORMATION

- i. Strategy First must send all proposed documentation for distribution to potential and current students including text and images for publication in any format – relating to the Programme or Partnership to the University Liaison Manager, via the Strategy First Academic Director, prior to its publication or circulation, and it may not be used by Strategy First or their recruitment agents until it has been approved in writing by the University Liaison Manager. This information should be sent to the University Liaison Manager by email.
- ii. The University Liaison Manager will regularly (at least annually) monitor the Strategy First website and promotional materials used by Strategy First and its agents.

SECTION 4: FINANCIAL ARRANGEMENTS

4.1 STUDENT NUMBERS

- i. Students may be recruited to the Programme/s as follows:

Programme	Maximum cohort size	Minimum cohort size
BA (Hons) Business and Management	28	9

- ii. Strategy First must seek formal University approval (through a submission to the Learning Partnerships Advisory Group, on the advice of the University Liaison Manager, and for any changes to student numbers which would have a significant impact on the approved financial model relating to the Programme.

4.2 TUITION FEES

- i. Unless permitted in the Agreement, Strategy First must not charge students any additional fees, beyond the levels agreed in the business plan approved by the University's Learning Partnerships Advisory Group, without the University's prior formal approval.
- ii. Before admission of any student, Strategy First will provide full information to applicants about how the tuition fees for the Programme are to be paid, whether any local taxes apply and in what circumstances the student may apply for a refund.

SECTION 5: OPERATIONAL CALENDAR

A minimum of four weeks prior to the start of the academic year, the Partner must submit to the University Liaison Manager a schedule of exact dates for all activities shown in the calendar above, including delivery and assessment (including re-assessment) timetables for all Modules and dates of Examination Committees and Programme Committees, for the coming academic year. The schedule must be agreed with the University Liaison Manager, who is then responsible for notifying the External Examiner and the Course and Student Administration Team of the key dates.

Cohort 1, start date 19th March 2018

Strategy First's Operational Calendar 2018		
Weeks	Dates	Events
Semester 1, 2018		
Week 1	19-Mar-18	Freshers Welcome Academic Orientation Staff Orientation Start of Teaching
Week 2	26-Mar-18	
Week 3	2-Apr-18	
	9-Apr-18	Burmese New Year Break
	16-Apr-18	Burmese New Year Break
Week 4	23-Apr-18	*Semester 1 - First overall course evaluation
Week 5	30-Apr-18	
Week 6	7-May-18	**Programme Committee Meeting
Week 7	14-May-18	
Week 8	21-May-18	
Week 9	28-May-18	
	4-Jun-18	Assignment Week
Week 10	11-Jun-18	
Week 11	18-Jun-18	
Week 12	25-Jun-18	

Week 13	2-Jul-18	
Week 14	9-Jul-18	
Week 15	16-Jul-18	Semester 1 - 2nd Course Evaluation (Semester 2 draft coursework assessments (Sept and March starts) , exam papers and marking criteria sent to OBU for moderation and approval by module buddy and then by External Examiner)
Week 16	23-Jul-18	***End of Semester Staff meeting Semester 1 students submit coursework: Deadline 27 th July 2018. (OBU buddy moderates draft semester 2 coursework assessments and exam papers)
Week 17	30-Jul-18	Independent Study Week (OBU buddy moderates draft Semester 2 coursework assessments and exam papers)
Week 18	6-Aug-18	Exam Week ****Advisory Board Meeting Semester 1 students sit end-of-semester examinations.
	13-Aug-18	Break SFI module leaders mark the coursework and exam scripts, which are then sent to OBU buddy on 17 th Aug 2018.
	20-Aug-18	Break OBU buddy moderates Semester 1 coursework and exam scripts.
	27-Aug-18	Break OBU buddy moderates Semester 1 coursework and exam scripts.
	3-Sep-18	Break OBU buddy moderates Semester 1 coursework and exam scripts. Send to the External Examiner on 7 th Sept 2018.
	10-Sep-18	Break External Examiner reviews Semester 1 coursework and exam scripts; prepares reports for the exam committee.
	17-Sep-18	Break (External Examiner reviews Semester 1 coursework and exam scripts; prepares reports for the exam committee)
Semester 2, 2018-2019		
Week 1	24-Sep-18	Freshers Welcome (Sept Cohort) Academic Orientation (Sept Cohort) Staff Orientation (for semester 2 modules) Brief Welcome-back session (March Cohort) Start of Teaching (External Examiner reviews Semester 1 coursework and exam scripts; prepares reports for the exam committee)
Week 2	1-Oct-18	Exam Committee meeting and release of the results for Semester 1.

Week 3	8-Oct-18	
Week 4	15-Oct-18	*Semester 2- First overall course evaluation
Week 5	22-Oct-18	
Week 6	29-Oct-18	**Programme Committee Meeting
Week 7	5-Nov-18	
Week 8	12-Nov-18	
Week 9	19-Nov-18	
	26-Nov-18	Assignment Week
Week 10	3-Dec-18	
Week 11	10-Dec-18	
Week 12	17-Dec-18	
Week 13	24-Dec-18	
Week 14	31-Dec-18	
Week 15	7-Jan-19	Semester 2 - Second overall course evaluation (Draft coursework assessments, exam papers and marking criteria for March 2019 sent to OBU for moderation and approval by module buddy and then by External Examiner)
Week 16	14-Jan-19	***End of Semester Staff meeting (OBU buddy moderates draft coursework assessments and exam papers Semester 1 (March 2019)) March Cohort, Semester 2 students plus March Cohort, Semester 1 submit coursework online: Deadline 18 th January 2019. March Cohort resit students submit resit coursework as above.
Week 17	21-Jan-19	Independent Study Week (OBU buddy moderates draft coursework assessments and exam papers for Semester 1 (March 2019))
Week 18	28-Jan-19	Exam Week *****Academic Board Meeting March Cohort, Semester 2 & Sept Cohort, Semester 1 sit end-of-semester examinations. March Cohort resit students sit resit examinations.

	4-Feb-19	Break SFI module leaders mark the coursework and exam, which are then sent to OBU buddy on 8 th Feb 2018.
	11-Feb-19	Break OBU buddy moderates (Semester 1 & Semester 2) coursework and exam scripts.
	18-Feb-19	Break OBU buddy moderates (Semester 1 & Semester 2) coursework and exam scripts.
	25-Feb-19	Break OBU buddy moderates (Semester 1 & Semester 2) coursework and exam scripts. Send to the External Examiners on 1 st March 2019
	4-Mar-19	Break External Examiner reviews (Semester 1 & Semester 2) coursework and exam scripts and prepares reports for the exam committee.
	11-Mar-19	Break (External Examiner reviews (Semester 1 & Semester 2) coursework and exam scripts and prepares reports for the exam committee)
	18-Mar-19	Break (External Examiner reviews (Semester 1 & Semester 2) coursework and exam scripts and prepares reports for the exam committee)
	25-Mar-19	Exam Committee meeting and release of the results for March Cohort, Semester 2 & Sept Cohort, Semester 1.

Course evaluation: students' written response answers to a series of questions in order to assess the course

**Programme Committee meeting: This meeting will be held each semester and the attendees will be the programme team (academic and operations) as well as the student representatives elected by the students.

***Staff Meeting: an event for all Institute staff to discuss anything they wish to talk about.

****Advisory Board Meeting: an event for the senior management team to discuss strategic plans and advice for the institute.

*****Academic Board Meeting: attended by the academic team and industrial advisers. Held once a year.

SECTION 6: DEFINITIONS AND GLOSSARY OF TERMS

Academic Board	the University's principal academic committee, whose responsibilities are set out in the University's Articles of Governance.
Academic Enhancement and Standards Committee	a sub-committee of the Academic Board with delegated authority for the assurance of the academic quality and standards of all taught Programmes of study leading to a University award.
Academic Conduct Officer	Ensure consistency within the Partner in relation to plagiarism procedures and practice and the investigation of suspected of suspected cases of plagiarism.
Academic Director	Oversees the educational aspects of student life on campus, giving advice and direction on academic pathways and how to meet graduation requirements.
Academic Year	the period of time defined as such by the University in its Regulations.
Administration Manager	Oversees the administrative operations of the Partner. In charge of the department's day-to-day function as well as supervising and supporting staff.
APQO	the University's Academic Policy and Quality Office, which advises on and provides administrative oversight of the University's quality assurance arrangements, including those for collaborative provision.
Annual Programme Review	the annual review of the academic quality and standards of the Programme/s, conducted by the Partner in collaboration with the University in accordance with the annual review procedures set out in the Quality & Standards Handbook
Collaborative provision	any learning opportunities leading or contributing to the award of Oxford Brookes credit or a qualification, that are delivered, assessed or supported through an arrangement with one or more organisations other than the University.
Course and Student Administration Team	the University's Course and Student Administration Team, located in Student Central, responsible for the verification of awards and the production of award certificates and transcripts.
Disciplinary Officer	In charge of the planning, organization, development and monitoring of matters relating to student discipline at the Partner
Electronic Course and Student Information System (eCSIS)	the University's system for maintaining the definitive record of students enrolled with the University for an award.
Examination Committee	the University committee appointed by the Academic Board to record and verify marks awarded for each student assessed on Modules relevant to the Programme, and to make recommendations for awards to the Academic Board.
External Examiner	any suitably qualified person appointed by the University to provide an external opinion on the academic standards and quality of the Programme/s, in accordance with the University's

	Regulations on external examining and with the UK Quality Code for Higher Education published by the QAA.
Faculty Academic Enhancement and Standards Committee	sub-committee of the University's Academic Enhancement and Standards Committee, located in each Faculty, and responsible for the operational oversight of the quality of all taught Programmes of study managed by the Faculty, including collaborative provision.
Learning Partnerships Advisory Group (LPAG)	the University body responsible for the consideration of formal approval of new, and the modification or renewal of existing, partnerships.
University Liaison Manager	the person, based in the managing Faculty at the University, appointed to liaise with the partner on the day-to-day operation of the Programme/s and to co-ordinate relations between the University and the partner.
Module	a formally structured unit of learning with a coherent and explicit set of learning outcomes and assessment criteria, which is a component of the Programme, and "Modules" is construed accordingly. Each Module will be assigned a Module Leader.
Module Leader	the person appointed by the Partner, and approved by the University, to manage the delivery of a specified Module.
Operations Manual	the document in which the respective responsibilities of the University and the partner are set out in relation to the delivery and management of the Programme.
Partner	the organisation identified in section 1 of this Operations Manual, approved for the delivery of all or part of the Programme.
Partnership	the relationship between the Partner and the University, formalised in the legal contract.
Periodic Review	the review of the Partnership and Programme carried out by the University to assure itself of the maintenance of the academic quality and standards of Programmes of study leading to its awards, and to assess the success and of its collaborative partnerships. Periodic review is carried out during the final eighteen months of the current Agreement governing the collaborative provision, and will contribute to determining the terms under which the Agreement should be renewed. Periodic review is conducted in accordance with the procedures set out in the Quality & Standards Handbook.
Programme	the Programme of study named in the Operations Manual which has been formally approved by the University as a study route leading to a University award, and "Programmes" is construed accordingly.
Programme Committee	the committee responsible for the day-to-day administration and ongoing quality monitoring of the Programme, and whose composition and activity is more particularly described in section 3.16.
Programme (or Student) Handbook	the handbook approved through the validation process, according to the approved format for Programme handbooks, and issued to students on the Programme by the Partner

Programme Manager	the member of staff appointed by the Partner and approved by the University to manage the delivery of a specified Programme.
Programme Regulations	any specific variations from the University Regulations approved by the University to apply to the Programme.
Programme Specification	the formally approved, concise description of the Programme, including the entry requirements, learning outcomes, curriculum structure, and details of how the Programme will be taught and assessed. The Programme specification forms part of the delivery contract between the University and the Partner and is attached as Appendix A to the Operations Manual.
Quality Assurance Agency (QAA)	the Quality Assurance Agency for Higher Education (company registration number 03344784 and also registered as a UK charity) which works on behalf of the UK Government's Higher Education Funding Council for England (HEFCE) for monitoring and assessing academic quality and standards in the UK higher education sector.
Quality Assurance	the University's policies and procedures for establishing, monitoring and maintaining the academic standards of its awards and the quality of the learning opportunities provided to students on the Programmes of study leading to its awards. These are contained in the Quality and Standards Handbook and in the University Regulations.
Quality and Standards Handbook	the online publication (https://www.brookes.ac.uk/asa/apqo/quality-and-standards-handbook) containing the University's quality assurance procedures as approved by the Academic Enhancement and Standards Committee and currently in force.
Senior Academic Manager	Manages the daily needs of the Partner. Responsible for addressing issues faced by the students and considering their feedback on how to further improve the Partner institution.
Head of Student Support	Provide support for student success at the Partner and to enhance student growth and development.
Transcript	the formal record of a student's achievements, which accompanies the award certificate, showing the Modules taken and the marks awarded for each one.
UK Quality Code for Higher Education	a key reference point, published by the QAA (see above), setting out the Expectations that all providers of UK higher education are required to meet in respect of setting and maintaining academic standards and the quality of the learning experience.
University	Oxford Brookes University of Gypsy Lane, Headington, Oxford, OX3 0BP, United Kingdom.
University Regulations	the University's academic regulations duly made and for the time being in force which apply to the Programme.
Validation & Student Management System (VSMS)	the University's system for maintaining the definitive record of students registered with the University for an award, and enrolled with the partner institution during their Programme of study.

APPENDIX A: PROGRAMME SPECIFICATION

PROGRAMME SPECIFICATION

for the award of

BA (Hons) Business and Management

Managed by Oxford Brookes Business School

delivered by Strategy First, Myanmar

Date approved:	October 2017
Applies to students commencing study in:	January 2018

1. RECORD OF UPDATES

Date amended*	Nature of amendment**	Reason for amendment**

SECTION 1: GENERAL INFORMATION

Awarding body:	Oxford Brookes University
Teaching institution and location:	Strategy First, Myanmar
Language of study:	English
Final award:	BA Hons
Programme title:	Business and Management
Interim exit awards and award titles available:	BA Business and Management
Brookes course code:	tbc
UCAS code:	N/A
JACS code:	N200
HECoS code:	N/A
Mode of delivery:	Full-time (face to face/on-campus)
Mode/s and duration of study:	Full-time (1 year) (Students must complete the programme within a maximum of three years)
QAA subject benchmark statement/s which apply to the programme:	Business and Management (General) revised 2015. Published/archived at: http://www.qaa.ac.uk/en/Publications/Documents/SBS-business-management-15.pdf
Professional accreditation attached to the programme:	
University Regulations:	The programme conforms to the University Regulations for the year of entry as published/archived at: http://www.brookes.ac.uk/regulations/

SECTION 2: WHY STUDY THIS PROGRAMME?

2.1 Distinctiveness of the programme

The BA (Hons) 'Top Up' in Business and Management provides a broad-based business and management education focussed on developing the range of skills, competencies and understanding necessary for successful careers. It is highly practical and focussed on real-life challenges, whilst also developing good theoretical knowledge.

A distinctive element of the top up is the focus on **responsible management education**. Students are supported to develop their own position and voice through a requirement to engage with the multiple and varied perspectives of others and the wider implications of organisational processes, functions and decision-making on society. Going beyond the necessary analytical and technical skills of business and management education the programme aims to develop students as responsible citizens. Students who have thoughtfully considered their own values and perspectives and can demonstrate a critical awareness and sensitivity to the complexity of diverse global perspectives, cultures and values.

The programme has been designed with a focus on the **Brookes Attributes** and the development of active citizens who demonstrate academic, research and digital literacies and critical self-awareness. The programme's learning outcomes have been specifically developed to build towards these attributes.

As a candidate in this programme, you will be an accredited student of Oxford Brookes University. Oxford Brookes University is one of the UK's top modern universities with national and international recognition for its teaching and research excellence. It is globally acclaimed and is the only UK University in the top 50 institutions under 50 years old according to QS World University Rankings. Myanmar students can now acquire BA (Hons) Business and Management from this top ranked university through its official partner, Strategy First Institute.

2.2 Aims of the programme

The programme aims to develop responsible, ethical, critical thinkers who have a grounding in contemporary business and management relevant to both the emergent economy of Myanmar as well as internationally. Graduates will therefore be highly employable, as well as equipped to develop their own businesses.

This is an interactive programme involving seminars, workshops, business simulations, discussions and group work activities. It aims to cultivate responsible, critical thinkers who

are grounded in contemporary business and management principles and who are therefore highly employable. The programme will develop essential work skills as well as intellectual cognitive skills including critical enquiry, analysis, and evaluation. A key theme of this programme is for you to develop your own perspectives, critical awareness and sensitivity to diverse global perspectives and values. You will be expected to be an active participant, extend and critique the knowledge you have gained, and work both independently and with peers to practically apply your learning.

2.3 Staffing

The core teaching team is staffed from permanent and part-time members of Strategy First. There will be a web link to college Faculty staff when available.

There will also be a number of visiting professionals who will deliver real life and relevant examples across the different modules. (Confirmation of guest speakers will be made in the final programme and module handbooks).

SECTION 3: PROGRAMME LEARNING OUTCOMES

On successful completion of the programme, graduates will demonstrate the following Brookes Attributes:

3.1 ACADEMIC LITERACY

1. Demonstrate a critical understanding of the functions and processes of organisations and their interrelatedness, including their diverse and dynamic purpose, structure and governance and the tensions that this diversity poses.
2. Critically evaluate the external environment and its effect at local, national and international levels upon the strategy, behaviour, management and sustainability of organisations.
3. Review, evaluate and recommend appropriate policies and strategies within a dynamic, uncertain, global and virtual organizational environment to meet diverse stakeholder interests and the wider responsibilities of society.
4. Demonstrate cognitive skills of critical thinking, analysis, synthesis, creative problem solving and decision making within conditions of ambiguity, uncertainty and inherent tension.
5. Demonstrate individual and social responsibility in the management and development of people and resources.

6. Equip students to engage with multiple perspectives to articulate and defend a personal position on pervasive contemporary organisational and business issues.

3.2 RESEARCH LITERACY

7. Design and implement investigations which: take account of multiple and possibly conflicting stakeholder objectives; apply suitable research approaches in an ethical manner; and communicate with the intention of informing decision-analysis, and generating change.
8. Critically engage with one's own and others' research. This will involve evaluation of knowledge claims, by taking account of analytical rigour, assumptions, quality of argument, and sources of bias.

3.3 CRITICAL SELF-AWARENESS AND PERSONAL LITERACY

9. Demonstrate effective performance in multiple roles within diverse teams and therefore preparedness for international working.
10. Exercise initiative and personal responsibility for personal adaptive and collaborative learning and professional development.
11. Critically evaluate their own performance and the performance of others in the context of personal, professional and organisational development.

3.4 DIGITAL AND INFORMATION LITERACY

12. Demonstrate agility with digital and communication technologies.

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13. Be a critical consumer of various forms of data and information.

14. Recognise the transformative potential on business, society and the individual of new and emerging technologies.

3.5 ACTIVE CITIZENSHIP

15. Contribute to the world of work and society at large in the spirit of/in accordance with the principles for responsible management (PRME)
16. In work and society demonstrate critical awareness of and sensitivity to the complexity of diverse global perspectives, cultures and values.

SECTION 4: CURRICULUM CONTENT & STRUCTURE

4.1 PROGRAMME STRUCTURE AND REQUIREMENTS:

The programme is designed to be completed in a minimum of one academic year when taken in the full-time mode.

Full-time

Code	Module Title	Semester	Credits	Level	Status	Coursework: Exam ratio
Year 1						
BM301	Evaluating Strategy	1	Nil	5	Compulsory	100% Coursework
BM302	Organisational behaviour and Management	1	15	5	Compulsory	40% Coursework 60% Examination
BM303	Ethics in Business	1	15	5	Compulsory	20% Coursework 80% Examination
BM304	Managing Careers	1	15	6	Compulsory	100% Coursework
BM305	Strategic Management	2	15	6	Compulsory	40% Coursework 60% Examination
BM306	Critical Enquiry Research Project	1 & 2	30	6	Compulsory	100% Coursework
BM307	Entrepreneurial Business Management *	2	30	6	Alternative Compulsory	100% Coursework
BM308	International Human Resource Management *	2	15	6	Alternative Compulsory	50% Coursework 50% Examination
BM309	Leading and Managing Change *	2	15	6	Alternative Compulsory	60% Coursework 40% Examination
BM310	Perspectives on International Management *	2	15	6	Alternative Compulsory	100% Coursework

* 'These modules are subject to availability; in September 2018 only the Entrepreneurial Business Management module will run.

4.2 PROGRESSION AND AWARD REQUIREMENTS

Progression through the Programme

240 credits at level 4 and 5 are provided by APL from the NCC Certificate *and* Diploma with an overall average of at least 50% from the NCC Diploma or equivalent (please see the Operations Manual, section 3.2).

Award

To obtain a BA Honours Degree a student must, within 3 years, pass modules totalling 120 credits. This must be made up of 90 credits at level 6 and 30 credits at level 5.

To obtain a BA without Honours degree a student must, within 3 years, pass modules totalling 60 credits at level 6 and 30 credits at level 5.

4.3 PROFESSIONAL REQUIREMENTS

Not applicable.

SECTION 5: TEACHING AND ASSESSMENT

Teaching and Learning Strategy

The BA (Hons) Business and Management follows an enquiry based approach to teaching and learning which aims to foster independence, integrity and creativity in graduates who undertake this degree programme. Both Oxford Brookes and Strategy First Institute are committed to producing responsible managers and aim to uphold the basic tenets of the Principles for Responsible Management Education PRME (<http://www.unprme.org/about-prme/the-six-principles.php>) with a commitment to global sustainability. Both Oxford Brookes University and Strategy First Institute understand that the next generation of graduates and leaders will need to be fully equipped to succeed in a complex and multi-dimensional world.

The teaching and learning strategy employed reflects the above priorities and is intended to provide a challenging and dynamic environment for study, but one that is underpinned by respect for cooperation and teamwork. Students will be taught in a variety of ways that extend beyond simple teacher fronted lectures and into active opportunities for group work/independent learning and application of knowledge learned to the local context – Myanmar. The integration of case studies and real world examples is an essential part of this process – these will be provided by expert teaching staff who are from the local environment. However, students will also be expected to seek and find their own examples and to make decisions regarding suitability of such local examples (with support from teaching staff). Students are seen as active learning partners and are encouraged to engage in and question their learning experience at all stages and to work with one another to overcome the challenges inherent in working with groups of other students and teaching staff. Students will be asked to develop their thinking and analysis skills to a higher level

and will be navigated away from simple description towards in depth consideration of competing viewpoints and resolution to complex real world problems – they will be confronted with the fact there is sometimes no single solution to real world problems and that nuanced and dynamic thinking is essential. Via the embedding of the Brookes Attributes, we will seek to ensure that students have ample opportunity to develop and refine the skills required to succeed in the modern workplace. The wide variety of assessment methods also reflects a commitment to ensuring all students reach their full potential and that all strengths are given an opportunity to develop.

Teaching and Learning Methods

A typical 15-credit module comprises 150 hours of study time. 45 hours are spent in a classroom environment either in a lecture, seminar or workshop format. The remaining hours are divided between guided independent study and preparation for assessment. Preparation for assessment might include working with a group, researching material independently, writing assessments or revising for examinations. Active learning approaches such as seminar and workshop activities, discussions and problem solving activities are emphasised within the degree rather than transmission-based approaches involving lectures and note taking.

Assessment

The programme's overarching aim is to use assessment to both measure student achievement of programme learning outcomes and to promote student learning and engagement. Within this broad aim, the Programme seeks to implement an assessment strategy focussed on three main objectives:

- Firstly, aligning with the Brookes' Assessment Compact, to develop students' assessment literacy thereby increasing their propensity to be effective, responsible and independent learners and their ability to make informed judgements on their own work and the work of others. This includes developing shared understandings of the rationales behind core assessment types, designs and the purpose and nature of feedback at each assessment point, as well as how students can be supported to engage with this feedback. The programme also provides clear assessment criteria for all assessments and develops student understanding of the characteristics and standards embodied in a 'good' assignment through use of the exemplars and peer reviews of drafts within some modules.
- Secondly, to enhance student progression and achievement of programme learning outcomes through the provision of effective feedback (and feed forward where possible) and particularly students' engagement with feedback. Strategies that promote the active engagement of students with their feedback through facilitated dialogue and discussion will be embedded in the programme. The concept and practice of 'feed forward' will be

embedded in the programme and the use of at least one longer (double) module will also facilitate the use of formative feedback throughout the programme. The completion of a Personal Development Portfolio in the module Managing Careers will further encourage student reflection and engagement with key learning and skill development supporting employability.

- Thirdly, through diligent adherence to the robust quality assurance policies and procedures of the School and University and critical self-evaluation of the programme's learning, teaching and assessment processes, ensure the assessment of student learning is valid, reliable and inclusive and does not unfairly disadvantage any student. This includes ensuring that a consistent range of assessment methods is used throughout the programme, not only to support the development of a variety of skills and knowledge areas but also to support students' different learning styles and abilities.

Assessment Mix

Assessment takes the form of coursework, exam or practical assessment. Some modules use practical assessments, which in a business environment include presentations and group activities. Some modules use exams for assessment. The remaining modules are assessed by coursework.

Assessment regulations

The programme conforms to the University's Academic Regulations; section B2

Undergraduate Modular Programme Regulations

<https://www.brookes.ac.uk/regulations/current/specific>

The programme also embeds the principles and practices within the **Brookes Assessment Compact**. Assessments are carefully designed to contribute to formative developmental feedback and can incorporate peer feedback as well. All module guides include specific assessment criteria which are clearly communicated and an assessment calendar is also produced. <http://www.brookes.ac.uk/aske/documents/BrookesAssessmentCompact09.pdf>

SECTION 6: ADMISSION TO THE PROGRAMME

6.1 ENTRY REQUIREMENTS

Level 4 & Level 5 Diploma in Business (NCC Education) with an overall average of at least 50% from the NCC Diploma or equivalent (please see the Operations Manual, section 3.2).

ENGLISH LANGUAGE REQUIREMENTS

IELTS - 6.0 overall with 6.0 in reading and writing, 5.5 in listening and speaking.

6.2 DBS AND OTHER PRE-COURSE CHECKS REQUIRED

Not applicable

SECTION 7: PREPARATION FOR EMPLOYMENT

Throughout this programme, students will have opportunities to prepare for their future career. Some examples include seminars from experienced business gurus, talks from local entrepreneurs; shark-tank (dragon's den) similar programme, locally and overseas industrial field trips, interview tips classes, CV fairs, Career Fair and possible internships during the semester. The following are some of the previous events we have hosted and we wish to host more targeting our undergraduate students.

Previous hosted events:

- Ease of Doing Business in Myanmar (Panel Discussions)
- Seminar on Professional Development
- New Careers in Information Technology
- Change Management of Myanmar Business
- Business Planning & Entrepreneurship Workshop
- Marketing Planning Workshop

Example events:

- Preparing for the Future
- Studying Lifestyle and Social Class in Myanmar Market
- Career Talk
- Entrepreneurship workshop for undergraduate students
- Personal Development
- Career Development

APPENDIX B: UNIVERSITY LIAISON MANAGER'S ROLE

(as approved by the Collaborative Provision Sub-Committee on 9th February 2017)

PURPOSE

The University Liaison Manager is responsible for coordinating communications between Oxford Brookes University and a specified partner organisation (UK or International) on any issue relating to specific Programme/s named in the Operations Manual, in order to ensure the provision of an excellent student experience, and to safeguard the academic standards and quality of any provision leading to an Oxford Brookes award or credit. This includes aspects such as University regulations and policies, Programme delivery, learning support and administration. The University Liaison Manager is responsible for ensuring that the Programme is being delivered as approved by the University and that student records are accurate and up to date. They provide advice and guidance to the partner to enable them to meet the University's requirements and a substantive element of their role involves ongoing relationship management.

ROLE DESCRIPTION

Communication, Visits and Relationship Management

- Regular communications with, and visits to, partner to ensure that the provisions of the Operations Manual are being implemented, and the Programme is being delivered as approved.
- Meet with students and staff (separately, as appropriate) during visits
- Complete full and timely visit reports within one month of return

Problem Identification and Resolution

- Work with partner to resolve problems and issues with the delivery and management of the Programme/s, as they arise
- Escalate any issues that cannot be resolved promptly, and at the earliest possible stage, in the first instance via the relevant School/Faculty Sub-Group. Ensure that FAESC is notified of any potential breaches in meeting expectations relating to academic quality and/or standards

Student Admissions

- Regularly monitor/audit admissions decisions and procedures (involvement as outlined in the operations manual)
- Ensure student records are accurate and up to date, in both partner and University systems

Annual Review Cycle/Risk Register

- Take part in the Annual Programme Review, and carry out an annual review of the Programme documentation and resources supporting Programme delivery
- Ensure the Operations Manual is kept up to date (at least once per year, through the Annual Review process). Update the Risk Register and Risk Improvement Plan, as appropriate.
- Ensure Programme documentation is logged with APQO annually, and provide regular reports on the quality of provision to Faculty AESC.

Regulations

- Provide advice to partner staff on the implementation of new University policies and regulations applying to the Programme.

Programme Change/Evaluation

- Provide advice on any minor/major changes required to any aspect of Programme delivery and coordinate the approval process, as necessary.
- Coordinate preparations for Approval and Periodic Review events, and other QA exercises; and attend meetings with University panels, as required.
- With the support of the relevant Faculty and APQO (for UK partners) and OBI (for International Partners), monitor changes in statutory regulations that may affect any aspect of Programme delivery

Assessment/Awards

- Coordinate the transfer of data from the partner to the University for the production of awards certificates and transcripts, and for the preparation of funding and other statutory returns
- Coordinate nominations for External Examiners, and ensure they are briefed on their role. Work with the partner to ensure that External Examiners are provided with sufficient information to carry out their role.
- Ensure all draft assignment briefs and examination papers are approved by the appropriate Brookes staff and External Examiner prior to issue to students.
- Ensure External Examiner Reports are forwarded to the partner and coordinate response to the External Examiner.
- Where appropriately qualified and trained, chair Examination Committees and/or attend as a permanent member.
- Attend Programme Committees.
- Maintain oversight of the process and decision making in cases of Mitigating Circumstances

Student Experience

- Monitor quality of teaching through peer teaching observation if appropriately qualified (please note there is no formal requirement to produce a written evaluation of this activity)
- Monitor collection and analysis of student feedback by the partner
- Ensure students participate in appropriate committees and forums
- Ensure all new members of teaching staff at the partner institution are formally approved via appropriate channels at the University
- Monitor the ongoing suitability of, and student access to, learning resources
- Assure the quality of work placements (if relevant)
- Carry out a formal site visit if partner teaching premises change or evolve and complete appropriate report

Marketing Material

- Ensure all publicly available marketing and other material about the partnership and Programme of study is correct and up to date, and accurately represents the relationship with the University, the delivery of the Programme and the awards available. This includes a regular check of web presence.

Financial Data

- Maintain an awareness of key financial data associated with the Programme/s, including required minimum student numbers and fee levels. Report any concerns to the Head of Finance and Planning and/or the ADSD (specific to each School or Faculty).

Note: the University Liaison Manager is not responsible for the collaborative provision business plan, ongoing marketing plan, or financial negotiation/monitoring.

APPENDIX C: DATA PROTECTION

Oxford Brookes University and Strategy First Institute recognise that the administration and delivery of the Programme involves the processing of personal data, as defined in and regulated by the Data Protection Act 1998 ("the Act"). They also recognise that this processing will include the processing of sensitive and personal data as defined in the Act. Both partners are responsible for ensuring that their processing of the data is compliant with the relevant national legislation and that they have the necessary powers for the processing.

Both Partners acknowledge that they each have a responsibility to issue all necessary notifications and acquire all necessary consents pursuant to the processing of the personal data and recognise that they are required to collaborate with each other in the formulation and provision of such notifications and the obtaining of consents.

The data subjects whose data are being processed in the administration and delivery of the Programme will primarily include, but not be limited to, students and potential students (or applicants), External Examiners, the relevant professional bodies and the staff of both Partners, and any of the Partners' contractors, agents or individuals, whose participation is required for the fulfilment of the Programme.

Student data may involve sensitive personal data and will include but not necessarily be limited to: name, address(es), contact details, course/Module details, attendance/absence data, relevant health and or disability records, records relating to criminal offences and DBS clearance data, employment and educational records, student records, placement records, training and mentorship records, marks, assessments, performance data, disciplinary and fitness to practice and study data, and data relating to investigations, accidents, incidents or complaints or other personal data required to administer the student's studies and provide appropriate academic and pastoral support and facilities.

With regard to students the main purposes of the processing of the personal data will be to:

- Recruit, enrol, and administer the provision of the Programme to students
- Provide students with tuition, supervision, mentorship, training and assessment of practice learning; and monitor the performance of students
- Allow the provision to the students of facilities, resources and amenities necessary for the Programme and the practice placement
- Make reasonable adjustments for individuals where necessary
- Carry out any necessary checks to ensure appropriate fitness to study and practice
- Enable quality assurance, investigative exercises and the review of tuition and practice placements
- Investigate and carry out any disciplinary or fitness to practice proceedings and
- Investigate and report on any incident or accident

Both Partners will ensure that the personal data of students are shared where necessary for the above purposes pursuant to the operation of the Agreement and that the sharing is proportionate to the purpose.

With regard to staff, the main purposes of the processing of personal data will be to: recruit, employ, develop and administer the employment of staff involved in the Programme, including any necessary human resources functions, including the monitoring of performance to the extent that the data is known to the staff member concerned and investigation of any disciplinary matters associated with the Programme.

Both Partners will ensure that the personal data of staff are shared where necessary for the above purposes pursuant to the operation of the Agreement and that the sharing is proportionate to the purpose.

Both Partners recognise that the delivery of the Agreement will require the processing and the sharing of personal data relating to external parties, as described above. They will ensure that such data are shared and processed only for purposes pursuant to the operation of the Agreement and that the sharing is proportionate for those purposes.

As a general principle, both Partners acknowledge that in the sharing and transfer of any personal data for the purposes of the Agreement the sharing should be proportionate, relevant and not excessive for the purpose, with data minimized to the extent possible.

In the processing of the personal data of students, both Partners will ensure, in particular, that they maintain accurate and proportionate records relating to the enrolment, attendance, Modules taken and marks received and that this information is shared where it is appropriate for the operation of the Agreement.

Both Partners will ensure that in the processing, storage, transfer and sharing of personal data they comply with the requirements of any statute listed above and the Act's seventh principle which stipulates that appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.

Both Partners are required to ensure, in particular, that when, for the purposes of the Agreement, personal data are held on or transferred to portable or mobile devices those data are encrypted to the appropriate current regulatory standard.

Both Partners will retain personal data in line with the requirements set out in the Agreement and otherwise in line with their organisational records management and retention policies; and that where the Agreement allows for or requires the destruction of data, those data will be destroyed in a secure manner.

Where requests are made for personal data under section 7 of the Act by data subjects who are involved in delivering the Agreement or who are students studying on the Programme, the party in receipt of the request will notify, liaise and collaborate with the other party in good time to ensure that the request is handled correctly and is complied with within the appropriate statutory deadline. Where requests are made by third parties for the disclosure of personal data of data subjects who are involved in delivering the Agreement or who are students studying on the Programme, both Partners will ensure that such disclosures are lawful, will liaise when appropriate with each other and, where necessary, will seek and obtain approval from the other Partner for the disclosure to be made.

APPENDIX D: RISK REGISTER

	Specific Risk	Impact (L / M / H)	Likelihood (L / M / H)	Key actions taken or controls already in place
Generic Risks to be Considered and Completed for all Proposals				
1.	Failure to achieve student recruitment targets as set in business plan	H	M	All indications are that the pipelines/student number predictions are accurate and based on solid market information - continual monitoring by OBBS is required at this stage
2.	Inability to maintain an acceptable level of teaching and support staff/inability to recruit suitable staff	H	M	All indications are that existing and new staff will be brought on board with OBU standards in mind. SFI are keen to learn from us. Thorough assessment during PDT stage followed by regular monitoring will be put in place by OBBS
3.	Over reliance on key personnel within the Faculty	H	L	Necessary staff is already allocated.
4.	Failure to comply with the proposed set up timetable by the faculty and/or partner	H	L	Timelines are challenging but both OBBS and SFI are committed to meeting deadlines and are responsive in producing required milestone.
5.	Failure to consider and plan for the possibility of increasing competition to the new programme	H	M	SFI have demonstrated a keen awareness of their competitors and OBBS
				has supported the development of a market plan and strategy. This requires constant temperature check, especially after the first cycle of recruitment.
Additional Risks Specific to this Proposal				
8.	There is no national framework for ensuring quality and one will likely be developed in the next 5 years - OBU may have to go through a quality assurance process in country	H	M	OBBS will need to keep a close eye on government developments. Noble Solutions and the British Council can assist with this. The annual review cycle can be used to consider this issue ongoing

9.	Myanmar is felt to be a politically unstable country in some quarters	H	L	A paper was submitted to SMT on Monday 11 th June 2017. Outcome to be shared at LPAG on 16 th June 2017. Since then two papers have gone to OBU VCG (also in September 2017). This is a new location and we must therefore remain vigilant to all political changes. This will be monitored by the Liaison Manager and OBI.
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RISK IMPROVEMENT PLAN

Action #	Specific Action	Measurement of Action	Milestone	Accountability	Status
1. Failure to achieve student recruitment targets as set in business plan	closely monitor the recruitment situation and continue to assist in the collection of robust and rigorous data from SFI	assessment of recruitment situation every month post-validation 2017 onwards via monthly report from SFI	End October 2017 first report	Dr Sara Hannam and then devolved to new LM	
2. Inability to maintain an acceptable level of teaching and support staff/inability to recruit suitable staff	a full staffing list will form an integral part of the validation exercise and a clear action plan should become part of the requirements	at point of submission of validation paperwork and the validation event (October 2017)	end October 2017	Dr Sara Hannam and then devolved to new LM	
5. Failure to consider and plan for the possibility of increasing competition to the new programme	using local expertise such as Noble Solutions and the British Council, all new market developments to be regularly	end June 2017 with a view to considering any new competitors for Sept 2017 academic year	end June 2017	Dr Sara Hannam and then devolved to new LM	

	monitored				
8. There is no national framework for ensuring quality and one will likely be developed in the next 5 years - OBU may have to go through a quality assurance process in country	as above in terms of utilisation of local expertise, as well as SFI's own good networks in the MOE Myanmar - constant monitoring	when the Higher Education Act is confirmed and ratified by the MOE	unknown at present	Dr Sara Hannam and then devolved to new LM	

APPROVED LEARNING PARTNER AGREEMENT BETWEEN
EDINBURGH BUSINESS SCHOOL
AND ACK & CO SERVICES COMPANY LIMITED

THIS APPROVED LEARNING PARTNER AGREEMENT IS MADE BETWEEN:

EDINBURGH BUSINESS SCHOOL, Edinburgh Business School is a company limited by guarantee, registered in Scotland with registered number SC173556 and a charity registered in Scotland, Charity No: SC026900, with registered office at Heriot-Watt University Finance Office, Riccarton, Currie, Midlothian, EH14 4AS ("**EBS**")

and

ACK & Co Services Company Limited, operating as 'Strategy First', Certificate of Incorporation No. 4334/2011-2012, whose registered address is No. (1002), 10th Floor, Panchan Tower, Dhammazed Road, Sanchaung Township, Yangon Region, Myanmar ("**Strategy First**")

WHEREAS

- a. EBS provides postgraduate programmes, comprised of courses, leading to academic awards from Heriot-Watt University.
- b. Strategy First is appointed by EBS to:
 - i market and recruit to EBS Programmes as defined herein; and
 - ii provide tuition, academic and administrative support to students who are recruited by Strategy First and who pay courses fees to Strategy First.
- c. Strategy First agrees to such appointment on the terms of this Agreement.

AGREED TERMS:

1. INTERPRETATION

~~1.1. In this Agreement, unless the context requires otherwise:~~

"Agreement" means this approved learning partner agreement including the Schedule;

"Academic Approval" means the initial and ongoing academic approval (provided in writing) by Heriot-Watt University of Strategy First as an Approved Learning Partner;

"Academic Fees" means the fees charged for academic services and processes, payable by Students to EBS including without limitation fees charged for: examination entries, exemptions, examination performance analysis, graduation and certificate and diploma awards. Academic Fees are published and available at www.ebsglobal.net, and may change from time to time;

"Applicable Laws" means any and all laws, common laws, statutes, bye laws, regulations, codes of practice, orders or rules of court or delegated or subordinate legislation whether now or hereafter in effect in which in any way affects or impinges upon the matters referred to in this Agreement or the performance by Strategy First of its obligations under this Agreement;

"Approvals" means any registration, permission, consent, licence, authorisation, permit or approval of, or relaxation or derogation issued by any government, regulatory authority or other competent authority in the Territory which is necessary for the signature and implementation of this Agreement;

- (a) the sale and marketing of the Courses, Programmes and Awards; and
- (b) the provision of tuition for an overseas qualification and any similar approvals which are necessary for offering the Programmes and making payments to EBS;

"Approved Learning Partner" means an organisation, appointed by EBS under Clause 3.1, subject to academic approval from Heriot-Watt University, to market, recruit to, and provide administrative services to Students, and to provide tutoring on courses for which Strategy First has engaged an Approved Tutor;

"Approved Tutor" means an individual engaged by Strategy First and approved by EBS under Heriot-Watt University procedures to offer tuition support for specific Courses;

"Awards" means the academic awards for the Programmes, conferred by Heriot-Watt University following the successful completion of an approved programme of study;

"Confidential Information" means all information of a secret or confidential nature including all information relating to Students, Courses, Programmes, Awards, Academic Fees or other fees, student assessment outcomes and to the affairs and business of either party, in whatever form (including in writing, in the form of machine readable code or embodied in hardware or any tangible form, orally or visually);

"Courses" means the courses developed and supplied by EBS that constitute the Programmes. Courses may be added to or amended by EBS from time to time by notice in writing to Strategy First;

"Course Fees" means the fees (set out in Clause 7.4) payable by Strategy First to EBS in respect of each Course for:

- (a) provision of the Course Materials in any medium; and
- (b) the right for each Student to apply to sit for examination in each relevant Course;

"Course Materials" means all of the materials in electronic form comprising the Courses;

"EBS Logo" means the unregistered trade mark set out in Part 2 of the Schedule;

"EBS Websites" means websites in English and non-English languages developed, managed and hosted by EBS including the course websites, the marketing site, the student services site, the administration site, and also including links to other sites (by way of example, the alumni site);

"Effective Date" has the meaning given in Clause 2.2;

"Force Majeure Event" means an act of God, fire, flood, war, public disaster, strikes, terrorism, governmental enactment, regulation or order, or any other cause beyond the reasonable control of a party that prevents it from performing its obligations under this Agreement;

"Group" means in relation to EBS, EBS, its holding companies, subsidiaries and subsidiaries of such

holding companies;

"Heriot-Watt University" means Heriot-Watt University, a company established by Royal Charter in the UK with company registration number RC000216 and a charity registered in Scotland, Charity No: SC000278, whose registered address is Lord Balerno Building, Edinburgh Campus, Edinburgh, Scotland, EH14 4AS;

"Intellectual Property Rights" means all existing and future intellectual property rights anywhere in the world, including all patents, copyright and related rights, design rights, trade marks (each whether registered or unregistered), database rights, rights in goodwill, domain names, rights in confidential information and any equivalent rights anywhere in the world;

"Matriculation" means the formal requirements for enrolment as a student of Heriot-Watt University as provided for in Part 1 of the Schedule;

"Programmes" means the programmes of study leading to the Awards comprised of the Courses as set out in Part 1 of the Schedule;

"Programme Entry Form" means the form provided by EBS to support the enrolment process conducted by Strategy First;

"Representatives" has the meaning set out in Clause 15.2;

"Schedule" means the Schedule attached to this Agreement comprising three (3) parts and two (2) annexes;

"Services" has the meaning set out in Clause 3.2 of this Agreement;

"Student" means any individual who has completed the registration process and has been enrolled by Strategy First (including signing all appropriate terms and conditions) as required under the terms of this Agreement;

"Term" means the term of this Agreement as set out in Clause 9;

"Territory" means Myanmar;

"Trade Marks" means the following trade marks of EBS:

- (a) Edinburgh Business School (UK registered trade mark no. 2490750);
- (b) EBS (UK registered trade mark no. 2490749); and
- (c) the EBS Logo (unregistered trade mark);

"VAT" means any value added sales tax or similar tax in any jurisdiction; and

"Strategy First Trade Marks" means the trade mark(s) owned or validly licensed by Strategy First set out in Part 2 of the Schedule.

1.2. In this Agreement:

- (a) words in the singular include the plural and vice versa;
- (b) reference to a "**person**" includes any natural person, corporate or unincorporated body (whether or not having separate legal personality);
- (c) references to a Clause, the Schedule or part of the Schedule, are to the relevant Clause, Schedule or part or annex of the Schedule of or to this Agreement unless otherwise specified;
- (d) reference to this Agreement or to any other document is a reference to this Agreement or to that other document as modified, amended, varied, supplemented, assigned, novated or replaced (in each case, other than in breach of the provisions of this Agreement) at any time;
- (e) reference to a statute or statutory provision is a reference to it as it is in force from time to time and includes:
 - (i) any statute, statutory provision or subordinate legislation which it amends or re-enacts; and
 - (ii) any subordinate legislation made from time to time under that statute or statutory provision;
- (f) reference to any Scottish legal term for any action, remedy, method of judicial proceeding, legal document, legal status, court, official or any legal concept, state of affairs or thing is deemed, in respect of any jurisdiction other than Scotland, to include that which most approximates in that jurisdiction to the Scottish legal term;
- (g) reference to a party to this Agreement includes that party's permitted successors, transferees and assignees; and
- (h) any phrase introduced by the words "**including**", "**include**", "**in particular**" or any similar expression is to be construed as illustrative only and is not to be construed as limiting the generality of any preceding words.

1.3. Clause, Schedule and paragraph headings do not affect the interpretation of this Agreement.

SUSPENSIVE CONDITION

- 2.1. This Agreement shall not be binding on the parties in whole or in part in any way at any time unless and until Strategy First has been granted: (i) the Approvals necessary for it to perform under this Agreement; and (ii) Academic Approval by Heriot-Watt University.
- 2.2. This Agreement shall come into full force and effect in its entirety upon and from the date of issue of the Approvals and the Academic Approval whichever is the latest date (the "**Effective Date**").

3. APPOINTMENT AND SERVICES

- 3.1. Subject to Clauses 2 and 3.3, upon and from the Effective Date EBS appoints Strategy First on a non-exclusive basis as an Approved Learning Partner in the Territory.
- 3.2. As an Approved Learning Partner, Strategy First shall carry out the following services in the Territory in accordance with the terms of this Agreement and the Schedule (the "**Services**");

- (a) market the Programmes, Courses and Awards;
 - (b) recruit Students to the Programmes;
 - (c) pay the Course Fees to EBS;
 - (d) supply Courses to Students; and
 - (e) deliver academic and administrative services to Students in accordance with the Schedule .
- 3.3. The appointment as provided for in Clause 3.1 is subject to Strategy First being granted and continuing to maintain:
- (a) Academic Approval through satisfactory completion of the annual review and three yearly audit required under Heriot-Watt University quality assurance procedures;; and
 - (b) all Approvals necessary for Strategy First to perform under this Agreement at all times.
- 3.4. Strategy First shall comply at all times with all Applicable Laws. Each party shall notify each other as soon as reasonably possible of any changes to any Applicable Laws (including any changes to any Approvals required to be maintained in accordance with this Agreement).
- 3.5. Strategy First may not sub-license all or any of its rights or obligations under this Agreement.
- 3.6. Strategy First acknowledges and agrees that, under the non-exclusive status of this Agreement, EBS reserves the right to appoint other Approved Learning Partners, market the Courses, Programmes and Awards, and to collect course fees from students and other third parties in the Territory and to provide related academic and non-academic and administrative services.
4. ACADEMIC REGULATIONS, PROGRAMME MANAGEMENT AND EXAMINATIONS
- 4.1. The arrangements for the academic management, delivery and quality assurance of the Programmes offered by Strategy First are set out in Part 1 of the Schedule. Strategy First undertakes to comply with such arrangements at all times.
- 4.2. ~~Strategy First acknowledges and agrees that:~~
- (a) all formal academic administration matters with Heriot-Watt University will be conducted in English;
 - (b) all examinations relating to the Programme shall be set and assessed by Heriot-Watt University which will be the sole determinant in awarding academic credits, exemptions, appeal decisions and Awards;
 - (c) the issuing of award certificates, results of examinations and transcripts shall be the responsibility of Heriot-Watt University;
 - (d) assessment documentation and communications regarding examinations will be in the English language;
 - (e) EBS shall administer all aspects of the arrangements for the dates and location of such examinations; and

- 7.8. All payments made by Strategy First under this Clause 7 shall be made in full and in pounds sterling unless otherwise agreed in writing with EBS and shall be free of all charges, deductions and withholding taxes.
- 7.9. Course Fees are exclusive of any applicable sales tax, customs duties, insurance, import licences, certificates of origin, fees or other taxes or charges which may be incurred in the importation, acquisition, handling, transportation, use, sale or licensing of the Course Materials for which Strategy First is wholly responsible and liable, except as provided in Clause 7.2 in respect of hard copies of Course Materials delivered to Students.
- 7.10. Selling prices for the Course Fees in the Territory charged by Strategy First shall be established and revised from time to time by Strategy First. Strategy First shall notify EBS of these prices and of any changes to these prices.
- 7.11. For each Student, recruited and enrolled by Strategy First, who graduates with a Masters award, EBS shall pay Strategy First fifty pounds sterling (£50 GBP). EBS shall pay Strategy First such sums within 30 days of the graduation dates in June and November each calendar year.

3. INTELLECTUAL PROPERTY RIGHTS

- 8.1. Subject to the terms of this Agreement including without limitation Clause 8.4, EBS hereby grants a non-exclusive, non-transferable, non-sublicensable licence to Strategy First to use the Trade Marks for the Term solely for the purpose of performing its obligations under this Agreement and for no other purpose.
- 8.2. Strategy First hereby grants a non-exclusive licence to EBS to use the Strategy First Trade Marks for the Term for the purpose of exercising EBS's rights and performing its obligations under this Agreement.
- 8.3. Strategy First acknowledges that EBS is the sole legal and beneficial owner of the Intellectual Property Rights in the Trade Marks and the Course Materials and that all use of the Trade Marks and the Course Materials and any goodwill that arises from such use will accrue to the benefit of EBS.
- ~~8.4. Strategy First undertakes that Strategy First:~~

- (a) shall not copy or reproduce the Course Materials in any form,
- (b) shall not use in relation to the Courses, Programmes and Awards any trade marks other than the Trade Marks without obtaining the prior written consent of EBS;
- (c) shall use the Trade Marks and Course Materials at all times in accordance with any instructions for use that EBS may issue from time to time; and
- (d) at EBS's request, shall include wording on any website and any other materials prepared by Strategy First to indicate clearly that the Trade Marks and Course Materials are owned by EBS. The terms of such wording and its placing shall be as reasonably requested by EBS.

Infringement of Intellectual Property Rights

- 8.5. EBS has sole control of the conduct of all proceedings relating to the Intellectual Property Rights of EBS, including without limitation the Trade Marks and the Course Materials. EBS has the sole right to decide what action (if any) to take in respect of infringement or alleged infringement of such or any

other claim or counter-claim brought or threatened in respect of the use or registration of such. EBS shall not be obliged to bring or defend any proceedings in relation to the Trade Marks, Course Materials or any other Intellectual Property Rights.

- 8.6. In the event of any claim that any of the Course Materials or Trade Marks infringe the Intellectual Property Rights of any third party, Strategy First shall, at EBS's request, cease marketing and instruction of the relevant Courses.
- 8.7. The Trade Marks, Course Materials or any other Intellectual Property Rights of EBS must not be used by Strategy First in relation to any other services that Strategy First offers and no implicit or implied licences to the Trade Marks or Course Materials are intended to be granted under or in connection with this Agreement.

9. TERM AND TERMINATION

- 9.1. This Agreement shall come into effect on the Effective Date and, subject to earlier termination set out in this Clause 9, shall continue in force for an initial period of **three (3) years** and thereafter unless or until terminated by either party giving to the other not less than **three months'** written notice expiring at or at any time after the end of that initial period.
- 9.2. EBS shall be entitled to terminate this Agreement at any time:
- (a) immediately on giving written notice to Strategy First if Strategy First fails to pay any amounts due and payable under this Agreement; or
 - (b) by giving a minimum of thirty (30) days written notice to Strategy First if:
 - (i) there is at any time a material change in the management, ownership or control of Strategy First; or
 - (ii) Strategy First at any time challenges the validity of any Intellectual Property Rights of EBS.
- 9.3. Either party shall be entitled to terminate this Agreement immediately by giving written notice to the other if:
- (a) the other party commits a material breach of this Agreement (which in the case of a breach capable of remedy is not remedied within thirty (30) days after receipt of a written notice giving full particulars of the breach and requiring it to be remedied);
 - (b) the other party repeatedly breaches any of the terms of this Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this Agreement; or
 - (c) the other party has a receiver, administrator, administrative receiver or similar officer appointed over the whole or a substantial part of its undertaking, property or assets, or the other party ceases, or threatens to cease, to carry on business, or any event occurs, or proceeding is taken, with respect to the other party in any jurisdiction to which it is subject that has an effect equivalent or similar to any of the events mentioned in this Clause 9.3(c).

- (f) all academic matters related to Awards shall be governed by Heriot-Watt University's ordinances and regulations in force at the Effective Date and as may be varied from time to time.

- 4.3. Strategy First must provide all Students on enrolment with Strategy First's standard terms and conditions of entitlement, which must be approved in writing in advance by EBS and must include the minimum requirements, specified in Part 1 of the Schedule, including Strategy First's policy on services provided and information on all Academic Fees. Strategy First agrees to make any amendments to Strategy First's standard terms and conditions of entitlement as required by EBS (at EBS's sole discretion) from time to time.
- 4.4. EBS will be responsible for maintaining student records and the management of student progress. Strategy First is also responsible for recording and maintaining appropriate student data, subject to the data protection provisions set out in Clause 6 and Part 3 of the Schedule.
- 4.5. Strategy First shall comply with all instructions issued by EBS concerning the general management of the Students on the Programmes.

5. MARKETING

- 5.1. In marketing the Courses, Programmes and Awards, Strategy First shall use its best endeavours to promote the Courses and agrees to conform to the general sales and marketing policies, philosophies and principles of EBS, and EBS reserves the right to issue instructions and guidance from time to time to ensure such conformity.
- 5.2. All marketing collateral whether in print or online, and whether in English or otherwise, which refers in any way to EBS or uses its Trade Marks must receive prior written approval from EBS before it is published by Strategy First. EBS shall use reasonable endeavours to respond to written requests for approval within ten (10) working days of receipt of the request and accompanying material. EBS reserves the right to veto or withhold approval of marketing collateral entirely at its discretion. Strategy First shall not make or publicise any written statement as to the content or quality of the Courses or Programmes without the prior written approval of EBS.
- 5.3. The cost of all marketing activities undertaken by Strategy First shall be borne by Strategy First.
- 5.4. Strategy First will not actively market the Courses, Programmes and Awards outside the Territory.
- 5.5. EBS shall supply Strategy First with examples of marketing collateral for its use.
- 5.6. EBS agrees to carry reference to Strategy First on the relevant EBS Websites and in other marketing collateral as EBS deems appropriate.
- 5.7. Marketing activities including statistics on enquiries and recruitment, and on competitor activity, shall be provided by Strategy First to EBS for review on a periodic basis.

6. DATA PROTECTION

EBS takes the protection of personal data seriously and accordingly, EBS and Strategy First agree to the provisions relating to the protection of data as set out in Part 3 of the Schedule to this Agreement. Strategy First acknowledges that, in EBS's sole opinion notified to Strategy First, a breach by Strategy First of the terms of Part 3 of the Schedule may constitute a material breach of this Agreement.

7. ORDERS AND PAYMENTS

- 7.1. All Academic Fees are payable by Students directly to EBS, unless otherwise agreed in writing. Academic Fees exclude fees for the Courses and for tuition.
- 7.2. Any order of Course Materials by Strategy First (an "Order") in respect of a Student shall constitute an offer by Strategy First to EBS to purchase the Course Materials in accordance with this Agreement. Strategy First shall collect fees for such courses from the Student and provide student details to EBS with the Order. An Order shall only be deemed to be accepted by EBS when EBS accepts the Order, which shall take place when EBS provides online access to the ordered Course to the Student and at which point the Order shall come into effect and shall be subject to the terms of this Agreement. EBS shall have no obligation to accept any Order. Subject to Strategy First ordering Course Materials as provided above, any Student may choose to receive hard copy materials for any Course and, in such case, the Student shall apply directly to EBS and shall pay the prevailing cost as published on EBS's website and the Student shall be responsible for payment of any necessary local taxes or other charges. EBS will notify Strategy First if there are any changes to these arrangements. For each set of Course Materials ordered by Strategy First and accepted by EBS in accordance with Clause 7.2, Strategy First shall pay to EBS the Course Fees in accordance with Clause 7.6.
- 7.3. The Course Fee applicable to Strategy First is:
- (a) £350 GBP per set of Course Materials, or
 - (b) £300 GBP per set of Course Materials if Strategy First orders 350 courses or more in any calendar year, EBS will credit the difference (£50 GBP per course) against future orders should this minimum be achieved.
 - (c) The course fees may be reviewed by EBS from time to time in proportion with any future changes to the course fees charged by EBS to direct students (at the date of this Agreement such course fees are £925 GBP) as advertised on the www.ebsglobal.net website or its successor. In the event of a change in the Course Fees, EBS shall provide a minimum of three (3) months' notice of such change.
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- 7.4. EBS shall issue an invoice to Strategy First for Course Fees following acceptance of an Order in accordance with Clause 7.2.
- 7.5. Strategy First shall pay EBS for all Course Materials ordered by it within 30 days of the date of EBS's invoice issued pursuant to Clause 7.5.
- 7.6. EBS reserves the right to modify or change the payment terms for future Course Fees or require prepayment of all Orders in the event that Strategy First fails to pay amounts due to EBS in accordance with this Agreement. Such changes shall include a right of EBS, at EBS's sole discretion, to require prepayment from Strategy First for all Course Fees prior to delivering or providing access to the relevant Course Materials.
- 7.7. If Strategy First fails to pay any amounts due and payable under this Agreement, EBS shall be entitled (without prejudice to any other right or remedy it may have) at its option to:
- (a) cancel or suspend any further provision of Courses to Strategy First; or
 - (b) terminate this Agreement in accordance with Clause 9.

- 9.4. For the purposes of Clause 9.3(a) a breach shall be considered capable of remedy if the party in breach can comply with the provision in question in all respects other than as to the time of performance (provided that time of performance is not of the essence).
- 9.5. This Agreement shall terminate automatically and with immediate effect if Strategy First fails to maintain the Academic Approvals or Approvals required under Clause 3.3 at any time.
10. CONSEQUENCES OF TERMINATION OR EXPIRY
- 10.1. Upon termination or expiry of this Agreement for any reason:
- (a) subject to Clause 10.1(b)(ii):
 - (i) all permissions granted by EBS to Strategy First shall cease; and
 - (ii) Strategy First shall immediately cease to:
 - (i) market or recruit to the Courses, Programmes and Awards;
 - (ii) make use of any Trade Marks, Course Materials or other Intellectual Property Rights of EBS; or
 - (iii) present itself as an Approved Learning Partner of EBS.
 - (b) Strategy First shall comply with terms determined by EBS to ensure that Students who wish to continue their Courses under the Programmes are not prejudiced. Upon termination or expiry of this Agreement for any reason EBS may require that either:
 - (i) Strategy First ceases to supply Course Materials and support Students who enrolled in the Programme with Strategy First and responsibility for supporting those Students in completing their studies, as allowed for under the approved Programme regulations, passes to EBS; or
 - (ii) Strategy First continues to supply and support Students who enrolled on the Programme with Strategy First prior to termination or expiry.
 - (c) EBS reserves the right to contact directly any Students who were recruited by Strategy First in order to notify them of the withdrawal of Strategy First's ability to deliver the Programme upon termination or expiry of this Agreement, and of possible alternative routes to completing the Programme.
 - (d) Strategy First shall comply with an instruction by EBS that either:
 - (i) Students are promptly refunded by Strategy First any amounts received by Strategy First from Students in respect of services (including tuition or academic fees) which Students have paid for but not received; or
 - (ii) Strategy First shall promptly pay to EBS an amount equal to all amounts received by Strategy First from Students in respect of services and Courses which Students have paid for but not received, unless Strategy First is to continue supplying Courses to Students in accordance with Clause 10.1(b)(ii);
 - (e) all outstanding sums payable by Strategy First to EBS shall immediately become due and payable;

- (f) EBS shall have no liability for compensation for loss of rights granted under this Agreement, loss of goodwill or any similar loss; and subject as otherwise provided in this Agreement to any rights or obligations which have accrued prior to termination, neither party shall have any further obligation to the other under this Agreement.
- 10.2. The termination of this Agreement for any reason shall not affect any provision of this Agreement which is expressed to survive or operate in the event of termination including Clauses 6 (and to the extent that the obligations in Part 3 of the Schedule survive termination), 8.3, 9, 10, 11, 12, 13, 15, 17 and 19 and to any rights of either party which may have accrued by, at or up to the date of such expiry or termination.
- 11. WARRANTIES AND LIABILITY
 - 11.1. Each of the parties represents and warrants to the others that it has full power and authority to enter into and perform this Agreement, and this Agreement has been duly and validly executed and delivered by it and constitutes its legal, valid and binding obligation, enforceable against it in accordance with its terms.
 - 11.2. EBS warrants to Strategy First that so far as it is aware the supply and use of: (i) the Course Materials; and (ii) any of the Trade Marks on or in relation to the Course Materials, by Strategy First in the Territory solely in accordance with this Agreement and any instructions provided by EBS from time to time will not infringe the Intellectual Property Rights of any third party.
 - 11.3. In the event of any breach of EBS's warranty in Clause 11.2, EBS's sole liability and Strategy First's sole remedy shall be limited to, at EBS's option:
 - (a) replacement of the relevant Course Materials; or
 - (b) repayment of the relevant Course Fees (where these have been paid).
 - 11.4. Strategy First warrants and undertakes that:
 - (a) it will carry out and perform the Services and its obligations and exercise its rights under this Agreement:
 - (i) in a competent and professional manner;
 - (ii) with all reasonable skill and care using appropriately trained and qualified personnel;
 - (iii) in accordance with Heriot-Watt University procedures and regulations;
 - (iv) in compliance with all Applicable Laws and Approvals; and
 - (v) it shall not in the performance of its obligations or in the exercise of its rights under this Agreement, bring EBS or any company which is a member of the same Group as EBS into disrepute;
 - (b) Strategy First is entitled to grant the licence of Strategy First Trade Marks made pursuant to Clause 8.2; and
 - (c) EBS's use of the Strategy First Trade Marks in connection with this Agreement shall not infringe the Intellectual Property Rights of any third party.

- 11.5. Subject always to Clause 11.8 EBS shall have no liability under or in connection with this Agreement for any consequential or indirect loss or damage (whether for loss of profit or otherwise and whether occasioned by the negligence of EBS or its employees or agents or otherwise). Strategy First warrants and undertakes that Strategy First shall require all Students to acknowledge and agree to this limit of EBS's liability in Strategy First's terms and conditions entered into with Students.
- 11.6. Each party shall indemnify the other and keep the other fully and effectively indemnified from and against any and all losses, claims, damages, costs, charges, expenses, liabilities, demands proceedings and actions which the other party may sustain or incur, or which may be brought or established against the other by any person and which arise out of or in relation to any failure by the indemnifying party to perform its obligations or otherwise comply with the terms of this Agreement.
- 11.7. Strategy First shall indemnify EBS and keep EBS fully and effectively indemnified from and against any and all losses, claims, damages, costs, charges, expenses, liabilities, demands proceedings and actions which EBS may sustain or incur, or which may be brought or established against EBS by any person and which arise out of or in relation to:
- (a) any acts or omissions of any Strategy First Approved Tutor, any employee of Strategy First or any third party acting on Strategy First's behalf, with such acts or omissions to include without limitation any infringement of any third party Intellectual Property Rights (including without limitation any Intellectual Property Rights owned or licensed by EBS) or breach of the provisions of Part 3 of the Schedule; and
 - (b) any reimbursement of Course Fees to Students (whether such reimbursement occurs on termination of this Agreement or otherwise) which is required due to any failure of Strategy First to perform its obligations under this Agreement.
- 11.8. Nothing contained in this Agreement will be construed so as to exclude or limit the liability of either party for:
- (a) death or personal injury caused by the negligence of a party or its employees or agents;
 - (b) fraud or fraudulent misrepresentation; or
 - (c) any liability which by law cannot be excluded or limited by law.

12. CONFIDENTIALITY

- 12.1. Each party shall:
- (a) treat as confidential all Confidential Information of the disclosing party;
 - (b) not, without the prior written consent of the other, disclose Confidential Information of the disclosing party to any person or use the same except for the purposes of this Agreement or any contract.
- 12.2. Clause 12.1 does not prohibit disclosure of Confidential Information to:
- (a) the receiving party's own employees, agents or advisors and in the case of EBS any company which is a member of the same Group as EBS, who need to know it provided that these parties are first made aware of the confidential nature of the Confidential Information and the

receiving party's obligations in relation to it and themselves agree to treat the Confidential Information confidentially;

- (b) any person having a legal or regulatory right to request and receive that information; or
- (c) a person to whom an assignment, sub-contracting, sub-licensing or delegation has been permitted under Clause 14.

12.3. Clause 12.1 does not apply to information which the receiving party can show by reference to documentary or other evidence:

- (a) was rightfully in its possession before the start of negotiations leading to this Agreement;
- (b) is already public knowledge or which becomes so at a future date (otherwise than as a result of breach of this Agreement);
- (c) is received from a third party who is not under an obligation of confidentiality in relation to the information; or
- (d) is developed independently without access to, or use or knowledge of, the Confidential Information.

12.4. Each of the parties to this Agreement must make reasonable efforts to ensure that anyone mentioned in Clause 12.3 is made aware prior to any disclosure of Confidential Information that it is confidential and that they owe a duty to the owner of it to keep it confidential.

12.5. The parties shall keep each other informed and consulted on all material matters concerning this Agreement.

12.6. Neither party shall, except as may be required by any Applicable Laws, make or consent to make any public announcement about this Agreement or matters relating to the same without first obtaining the prior written consent of the other party.

13. WAIVER AND REMEDIES

13.1. No failure or delay by a party to exercise any right or remedy provided under this Agreement is to constitute a waiver of that (or any other) right or remedy, nor prevent or restrict its further exercise. No single or partial exercise of such right or remedy is to prevent or restrict the further exercise of that (or any other) right or remedy.

13.2. The rights and remedies provided under this Agreement are in addition to, and not exclusive of, any rights or remedies provided by law. Any right or remedy under this Agreement may be enforced separately or concurrently with any other right or remedy.

14. ASSIGNATION

This Agreement is personal to Strategy First and EBS, and neither party may without first obtaining the prior written consent of the other, assign, transfer or otherwise delegate or sub-contract (in whole or in part) or charge or deal in any other manner with this Agreement or any of its rights or obligations under it.

15. NATURE OF AGREEMENT

- 15.1. Nothing in this Agreement is intended to or is to operate to create a partnership or joint venture of any kind between the parties, or to authorise either party to act as agent for the other. Neither party has authority to act in the name or on behalf of or otherwise to bind the other party in any way.
- 15.2. Nothing in this Agreement shall operate to constitute a relationship of partnership, employment or joint venture of any kind between EBS and any employees, consultants, representatives or any other third parties (including without limitation Approved Tutors) appointed by or used by Strategy First in connection with this Agreement (together "Representatives") and nothing in the Agreement will authorise any Representative to act as agent for EBS. Strategy First shall be solely responsible and liable in respect of any Representatives, including without limitation the payment of all wages, salaries, national insurance, PAYE (or equivalents in any jurisdiction) and other payments to be made in connection with any Representatives and shall ensure that all Representatives are aware of the obligations under this Agreement and are bound by equivalent terms
- 15.3. This Agreement contains the entire agreement between the parties and supersedes any prior drafts, agreements, undertakings, understandings, representations, warranties and arrangements of any nature between the parties, whether or not in writing, in relation to the subject matter of this Agreement. No amendment or variation of this Agreement is effective unless it is in writing and signed by a duly authorised representative of each party.
- 15.4. Each party acknowledges that, in entering into this Agreement, it does not do so on the basis of, and does not rely on, any representation, warranty or other provision except as expressly provided herein, and all conditions, warranties or other terms implied by statute or common law are hereby excluded to the fullest extent permitted by law.
- 15.5. If any provision of this Agreement is or becomes illegal, invalid or unenforceable in any jurisdiction, that does not affect:
- (a) the legality, validity or enforceability in that jurisdiction of any other provision of this Agreement; or
 - (b) the legality, validity or enforceability in any other jurisdiction of that or any other provision of this Agreement.
- 15.6. Each party confirms that it is entering into this Agreement for its own benefit and not for the benefit of any other person. This Agreement does not create any right enforceable by any person not a party to it.
- 15.7. Strategy First acknowledges and agrees that EBS is not granting it a franchise and it is not a franchisee of EBS. Strategy First acknowledges and agrees that it has not and will not pay a franchise fee to EBS in connection with this Agreement or any prior agreement, understanding or arrangement between them.
- 15.8. This Agreement is written in the English. If this Agreement is translated into any language other than English, in the event of any inconsistency or conflict between the English language text and the translated text, the interpretation of the English text shall prevail.

16. NOTICES AND SERVICE

- 16.1. Any notice or other communication given under, or in connection with the matters contemplated by, this Agreement is to be in writing and signed by or on behalf of the party giving it and may be given by hand or sent by registered post, courier or facsimile to the following addresses:

EBS:
Riccarton
Edinburgh
EH14 4AS
UK

Tel: +44(0) 131 451 3090
Email: ms@ebs.hw.ac.uk
Attention of: Dr Moira Storey, Partnership Director

Strategy First:
No. (1002), 10th Floor, Panchan Tower
Dhammazed Road
Sanchaung Township, Yangon Region, Myanmar

Tel: +95 9250 717 166
Email: aungchitkhin@mystrategyfirst.com
Attention of: Mr Aung Chit Khin

or such other address or fax number as may be notified in writing from time to time by the relevant party to the other party.

- 16.2. Any notice or communication referred to in Clause 16.1 is deemed to have been received:
- (a) if delivered by hand or by courier, at the time of delivery;
 - (b) in the case of registered post, forty-eight (48) hours from the date of posting; and
 - (c) ~~in the case of facsimile, on the date of transmission, provided that a confirming copy thereof~~ is sent by hand or by registered post or courier to the other party at the address referred to in Clause 16.1 within twenty-four (24) hours after transmission.
- 16.3. Service of any legal proceedings concerning or arising out of this Agreement shall be effected by causing the same to be delivered to the Company Secretary of the party to be served at its registered office with a copy to the Partnership Director of EBS, or the address specified herein (in the case of Strategy First), or to such other address as may from time to time be notified in writing by the party concerned.

17. ANTI BRIBERY

- 17.1 Strategy First and EBS shall:

17.1.1 comply with all applicable laws, regulations and sanctions relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010 ("Relevant Requirements");

- 17.1.2 not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of the Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK;
- 17.1.3 comply with any of EBS's Anti-bribery and Anti-corruption Policies in each case as EBS may notify them from time to time in writing ("Relevant Policies"); and
- 17.1.4 promptly report to EBS any request or demand for any undue financial or other advantage of any kind which they receive in connection with the performance of this agreement;
- 17.1.5 immediately notify EBS (in writing) if a foreign public official becomes their officer or employee, acquires a direct or indirect interest in them, and Strategy First warrants that they have no foreign public officials as direct or indirect owners, officers or employees at the date of this agreement; and
- 17.1.6 provide evidence of compliance with this Clause 17 as EBS may reasonably request.

17.2 Strategy First shall ensure that any person associated with Strategy First who is performing services in connection with this Agreement does so only on the basis of a written contract which imposes on and secures from such person terms equivalent to those imposed on Strategy First in this Clause 17 (the "Relevant Terms"). Strategy First shall be responsible for the observance and performance by such persons performing on their behalf of the Relevant Terms, and shall be directly liable to EBS for any breach by such persons of any of the Relevant Terms.

17.3 Breach of this Clause 17 shall be deemed a material breach of this Agreement.

18. FORCE MAJEURE

18.1. If either party is affected by a Force Majeure Event it shall promptly notify the other party of the nature and extent of the Force Majeure Event.

18.2. Neither party shall be deemed in breach of this Agreement or otherwise be liable to the other party by reason of any delay in performance or non-performance of any of its obligations under this Agreement to the extent that such delay or non-performance is due to any Force Majeure Event; and the time for performance of that obligation shall be extended accordingly. A party affected by a Force Majeure Event shall use reasonable endeavours to mitigate the impact of such Force Majeure Event.

18.3. If a Force Majeure Event prevails for a continuous period in excess of sixty (60) days either party may terminate this Agreement by giving thirty (30) days' written notice to the other party. On the expiry of this notice period, this Agreement will terminate. Such termination shall be without prejudice to the rights of the parties in respect of any breach of this Agreement occurring prior to such termination.

19. PROPER LAW AND DISPUTES

This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) is governed by and will be construed in accordance with the law of Scotland. Each party submits to the non-exclusive jurisdiction of the Courts of Scotland to settle any dispute or claim that arises out of or in connection with this Agreement, its subject matter or formation (including non-contractual disputes or claims).

IN WITNESS WHEREOF these presents consisting of this and the preceding 17 (seventeen) pages and the attached Schedule comprising three (3) Parts and two (2) Annexes are executed [in duplicate] by the parties as follows:

SUBSCRIBED for and on behalf of EBS

at EDINBURGH

on the 24th day

of August 2017

by

[Signature]

Authorised Signatory

HEATHER MCGREGOR

Full Name

before this witness

[Signature]

Witness

BETSY DORFMAN

Full Name

EBS, HERIOT-WATT UNIVERSITY Address

EDINBURGH EH14 4AS

SUBSCRIBED for and on behalf of STRATEGY FIRST

at Yangon

on the 31st day

of July 2017

by

[Signature]

Authorised Signatory

Aung Chit Khin

Full Name

before this witness

[Signature]

Witness

Aung Kyaw Htay

Full Name

#8, Ground Floor, Pan Chan Tower, Address

San Chaung Township, Yangon, Myanmar.

SCHEDULE PART 1: APPROVED LEARNING PARTNER SERVICES

This is the Schedule referred to in the foregoing Approved Learning Partner Agreement between Edinburgh Business School and Strategy First comprised of three (3) Parts and two (2) Annexes

1. LEARNING PARTNER SERVICES FOR EBS PROGRAMMES

1.1 Approval

Subject to initial and continuing approval by Heriot-Watt University, Strategy First is approved to promote and recruit to taught EBS Programmes as offered by Strategy First at its premises across two sites in both Yangon and Mandalay, Myanmar under the terms of this Agreement and this Schedule. Strategy First is approved to provide academic and administrative support for the EBS Programmes as set out under this Schedule.

1.2. General Information on EBS Programmes and Courses

EBS programmes are comprised of courses which are designated as core (compulsory) and elective within the MBA and MSc award frameworks. Each course carries 20 credits under the Scottish Credit and Qualifications Framework which is equivalent to 200 learning hours. The award of an MBA requires students to complete successfully 7 core and 2 elective courses (180 credits), a specialist MBA requires 7 core and 4 electives from a designated list (220 credits). The MSc programmes in Human Resource Management and Financial Management require students to complete successfully 5 core and 4 elective courses. The new MSc in Marketing Leadership (available from June 2018) requires students to complete successfully 6 core and 3 elective courses.

Students may choose a number of study options including full distance learning or independent study combined with value added tuition or other academic services. Students studying with Strategy First will sign up to a fully taught programme as provided for in this Agreement and Schedule.

All students have access to the same EBS learning resources, irrespective of mode of study. Each course has self-contained, complete learning resources comprising the online course text and additional online resources provided through the course websites. Students have access to self-assessment exercises and practice examinations.

The Programme, Awards and Courses as provided for in this Schedule may change from time to time. Courses available and their content may also change from time to time. EBS will work with Strategy First to ensure that any changes to the Programme, Awards or Courses do not affect adversely the Student experience.

1.3 Awards

The following awards are available within the Programmes:

Programme	Awards
MBA	Master of Business Administration
	Postgraduate Diploma in Business Administration
	Postgraduate Certificate in Business Administration
MBA with a Specialism	MBA with a Specialism in Finance
	MBA with a Specialism in Human Resource Management
	MBA with a Specialism in Marketing
	MBA with a Specialism in Strategic Planning
	MBA with a Specialism in Oil and Gas Management
MSc in Financial Management	MSc in Financial Management
	Postgraduate Diploma in Financial Management
	Postgraduate Certificate in Financial Management
MSc in Marketing Leadership*	MSc in Marketing Leadership
	Postgraduate Diploma in Marketing Leadership
	Postgraduate Certificate in Marketing leadership
MSc in Human Resource Management	MSc in Human Resource Management
	Postgraduate Diploma in Human Resource Management
	Postgraduate Certificate in Human Resource Management
*Available from June 2018	

1.4 MBA Programme Structure

The programme comprises 7 compulsory core courses and a number of elective courses. Information on the full range of elective courses available (in the English language) is available at: <https://www.ebsglobal.net/programmes>.

Students must take and pass the 7 core courses and 2 elective courses to be eligible for the award of an MBA.

Intermediate Postgraduate awards are available en-route to the MBA degree:

- The Postgraduate Certificate in Business Administration is achieved by passing examinations in 3 EBS MBA courses, at least one of which is core.
- The Postgraduate Diploma in Business Administration is achieved by passing examinations in 6 EBS MBA Courses, at least one of which is core.

It is possible for students to study for an MBA with a specialism by passing examinations in the 7 core courses and 4 electives from a designated list.

1.5 MSc Programmes

Strategy First may also provide academic support for students studying on MSc programmes provided that there is an Approved Tutor for the courses taught. Details on the MSc programmes are available at <https://www.ebsglobal.net/programmes>.

2. ENTRY CRITERIA AND ADMISSIONS

2.1 Candidates will normally be expected to have:

- A degree recognised by Heriot-Watt University or a qualification deemed to be equivalent, or passes in three of the EBS MBA courses (one of which must be core).
- A minimum of two years' post-qualifying full-time work experience of a relevant nature.
- English language proficiency equivalent to IELTS 6.5.

2.2 All candidates are enrolled with Edinburgh Business School at the point of entry. Candidates who are eligible at the point of entry will be matriculated as students of Heriot-Watt University. Candidates, who meet the requirements by passing three EBS examinations, including one core course for the MBA and three core courses for the MSc, will be matriculated at a later date. The University regulation governing registration is as follows:

To be eligible for registration a candidate shall hold at least one of the following qualifications:

- a degree with first or second class honours of Heriot-Watt University
- a degree with first or second class honours of any other University or institution of higher education recognised by Heriot-Watt University
- passes in the final examinations in one core and two elective courses

any other qualification deemed by the Senate to be acceptable.

2.3 Strategy First shall provide potential applicants with detailed information on the programmes, the requirements for admission and the tuition services provided. Strategy First accepts students on to the programmes and provides information to EBS to enable students to access course materials and apply for matriculation and exemptions.

2.4 At the point of enrolment, Strategy First shall issue students with written terms and conditions governing the services provided by Strategy First as detailed in 3 below. Students shall also complete a Programme Entry Form which includes a signed declaration granting permission for data sharing between the partners. This requirement is set out under Schedule 3 of this Agreement.

3. STUDENT TERMS AND CONDITIONS

3.1 ALP Responsibilities

It is the responsibility of the Strategy First as the Approved Learning Partner to issue standard terms and conditions to all students enrolling on EBS courses and programmes. These terms and conditions represent the legal relationship between Strategy First and the Student. The standard terms and conditions must include Strategy First's requirements, policies and procedures for the following:

- **Fees and payment arrangements:** The terms and conditions must make clear all fees payable; this must include all fees charged by Strategy First and those fees due to EBS for academic services as students progress through courses (including examination, deferral, exemption and other fees as published by EBS). The terms and conditions must make clear when students are required to pay the fees due to Strategy First and EBS.
- **Refund Policy and Procedure:** The terms and conditions must include clear information on Strategy First's refund policy and procedure.
- **Data Sharing Agreement:** The terms and conditions must include the standard data sharing agreement and it must be made clear that students must consent to the data sharing agreement in order to be accepted on to the programme. The Data Protection requirements as set out in Schedule 3 of this Agreement must be adhered to and explained to students.
- **Strategy First Rules and Regulations:** The standard rules of Strategy First, including local requirements for admission, attendance, codes of conduct etc. The terms and conditions must include information on the procedures in place for dealing with student complaints and student grievances and reference the Heriot-Watt University procedures for such.
- **EBS Programme Requirements:** The terms and conditions should include information on the role of Strategy First in supporting EBS courses and programmes, academic requirements for matriculation (for the MBA and MSc Programmes) and EBS and Heriot-Watt University regulations as they relate to students on EBS courses and programmes.
- **Strategy First Programme Requirements and Entitlements:** The terms and conditions should include requirements and entitlements set by Strategy First including the amount of teaching and tutor support available. Entitlement to tuition in the event of a student failing an examination (i.e. re-attendance of taught sessions – repeat the course). The length of registration and a description of the services which a student will be entitled to expect to receive including tuition support, access to library and IT resources, online support (through the course websites). Arrangements for students purchasing hard copy texts directly from EBS.
- **Student Responsibilities:** The terms and conditions must include clear information on student responsibilities.
- **EBS and Heriot-Watt University Regulations:** Strategy First must ensure that students are aware of the academic regulations of Heriot-Watt University and EBS.

3.2 FBS Responsibilities

EBS will communicate with students at the point of enrolment and provide information on the relationship between EBS and Strategy First, EBS and Heriot-Watt rules and regulations, data protection, academic arrangements including procedures for dealing with student complaints and academic appeals.

4. PROGRAMME DELIVERY AND LEARNING SUPPORT

- 4.1 All students receive access to a full set of EBS learning materials for each Course studied, comprising the online Course Text and Course Website once the full Course fee has been paid. Strategy First shall provide an orientation and induction programme for new students to provide information about the Programme, the schedule, administration and student services offered by Strategy First. Students shall also be informed about the academic model and the need to use the full range of EBS learning materials.
- 4.2 Strategy First shall offer tuition in accordance with an agreed schedule, sequence of courses and start dates. These arrangements are subject to approval by EBS prior to the programme commencing. Strategy First shall keep schedule information up to date and provide forward timetables on an annual basis for approval by EBS.
- 4.3 The teaching support shall add value to the EBS Course materials supporting students' ability to apply their learning from the EBS materials.
- 4.4 The tuition support shall be provided by Strategy First appointed academics and experienced practitioners in the field. Strategy First shall have at least one Approved Tutor for each Course offered. Tutors are approved by EBS under standard Heriot-Watt University quality assurance procedures. Approved Tutors shall be given access to the EBS Course Websites which contain all of the learning materials. Tutors shall also have access to EBS Faculty teaching resources, accessible via the Partner Network, which support the on-campus delivery of the Programme in Edinburgh.

5. STUDENT FEEDBACK AND COMMUNICATION

- 5.1 Strategy First shall operate a student evaluation process and the results of the evaluation process shall be shared between EBS and Strategy First as part of the annual monitoring process. Strategy First shall also share the outcomes of the student evaluations with Approved Tutors. The student feedback outcomes will inform quality assurance procedures, contribute to ongoing enhancement and provide a mechanism to identify and address any issues arising and provide feedback to tutors teaching the courses.
- 5.2 EBS and Strategy First shall work together to deliver clear communications to students in accordance with the respective responsibilities of the partners.

6. QUALITY ASSURANCE

Strategy First shall operate procedures to assure the quality of the full range of academic and administrative services provided under this Agreement.

Strategy First and EBS will conduct standard quality assurance procedures to support the programme and the partnership including:

- Strategy First appointment and EBS approval of suitably qualified Faculty to teach on the programme;
- Strategy First and EBS induction and support for Faculty in delivering the academic services in this Agreement;
- Processes for Strategy First Faculty to provide feedback on the EBS Courses;

- Effective processes for gathering, reviewing and as appropriate, acting upon student feedback;
- Strategy First and EBS will conduct an annual monitoring process under Heriot-Watt AMR procedures.

Strategy First shall be responsible for the development, co-ordination and maintenance of quality assurance procedures that support the quality of tutoring and the student experience. Strategy First shall provide information regarding these procedures to EBS.

Students will be sent relevant information from EBS when they first enrol on the programme. In addition, Strategy First will provide relevant information for students concerning their study programme and support from Strategy First. This information is subject to approval by EBS prior to the commencement of the programme.

7. ASSESSMENT

All assessment matters are the responsibility of EBS as a School of Heriot-Watt University.

Each EBS Course is assessed by an examination. EBS is responsible for setting, marking and administering all examinations, in all languages.

The Programme is subject to Heriot-Watt University regulations and all students shall be directed to the regulations when they commence on the Programmes.

8. ADMINISTRATION

Strategy First shall follow standard administrative procedures governing the operation of EBS Approved Learning Partners as provided for in written instructions from EBS. EBS shall nominate a Student Services Advisor to work with administrative staff at Strategy First to carry out the administrative function.

9. PARTNERSHIP SUPPORT

The EBS Partnership and Quality team will work closely with Strategy First to ensure that there is a full understanding of the relationship and operation of the programme. A range of resources to support the operation of the partnership are held on the EBS Partner Network and these are available to Strategy First.

Requirements for the award of an MBA

Requirements	Course Designations		Credits
	Core (Compulsory)	Elective	
MBA Passes in 9 courses 7 Core Courses 2 Electives Postgraduate Diploma in Business Administration Passes in 6 courses one of which is core Postgraduate Certificate in Business Administration Passes in 3 courses, one of which is core.	Accounting Economics Finance Marketing Organisational Behaviour Project Management Strategic Planning	Alliances and Partnerships Competitive Strategy Consumer Behaviour Corporate Governance Credit Risk Management Derivatives Developing Effective Managers and Leaders Employee Relations Employee Resourcing Finance for the Oil and gas Industry Financial Risk Management Human Resource Development Human Resource Management Influence International Marketing Leadership Making Strategies Work Managing People in Changing Contexts Managing People in Global Markets Managing Personal Competencies Marketing Channels Marketing Communications Marketing Insights Mergers & Acquisitions Negotiation Performance Management Practical History of Financial Markets Principles of Retailing Quantitative Methods Research Methods for Business and Management Sales Force Management Services Marketing Strategic Negotiation Strategic Negotiation for the Oil and Gas Industry Strategic Planning for the Oil and Gas Industry Strategic Risk Management	All courses are credit rated at 20 credits 200 learning hours per course MBA 180 credits Level M (SCQF Level 11) (90 ECTS credits) Postgraduate Diploma in Business Administration 120 credits level M (SCQF Level 11) (60 ECTS credits) Postgraduate Certificate in Business Administration 60 credits level M (SCQF Level 11) (30 ECTS credits)

Note: Students studying on the MBA pathway may be eligible for the general awards of Postgraduate Certificate in Business Administration (passes in 3 courses, one of which is core for the MBA pathway) and Postgraduate Diploma in Business Administration (passes in 6 courses, one of which is core for the MBA pathway) as interim or exit awards.

Requirements for the award of an MBA with a Specialism

Requirements	Course Designations				
Passes in 11 courses 7 Core Courses	Core Courses				
	Accounting Economics Finance Marketing Organisational Behaviour Project Management Strategic Planning				
	Designated Electives for Specialisms				
4 Electives from the relevant designated list All courses are credit rated at 20 credits <u>Total Credits</u> 220 credits Level M (SCQF Level 11) (20 credits per course) (200 learning hours per course)	Human Resource Management	Marketing	Finance	Strategic Planning	Oil and Gas Management
	Developing Effective Leaders and Managers	Consumer Behaviour	Corporate Governance	Alliances & Partnerships	Project Management for the Oil and Gas Industry
	Employee Relations	International Marketing	Credit Risk Management	Competitive Strategy	Finance for the Oil and Gas Industry
	Employee Resourcing	Marketing Communications	Derivatives	Corporate Governance	Strategic Planning for the Oil and Gas Industry
	Human Resource Development	Marketing Channels	Financial Risk Management	Leadership	Strategic Negotiation for the Oil and Gas Industry
	Human Resource Management*	Marketing Insights	Mergers and Acquisitions	Making Strategies Work	
	Influence	Negotiation	Practical History of Financial Markets	Mergers and Acquisitions	
	Managing People in Changing Contexts	Principles of Retailing	Quantitative Methods	Strategic Negotiation	
	Managing People in Global Markets	Quantitative Methods	Quantitative Methods	Strategic Risk Management	
	Managing Personal Competences	Sales Force Management			
	Negotiation	Services Marketing			
	Performance Management				

* HRM compulsory for specialism

SCHEDULE PART 2: TRADEMARKS

EDINBURGH
BUSINESS SCHOOL

HERIOT-WATT UNIVERSITY

STRATEGY FIRST TRADE MARKS

[TO BE INSERTED BY EBS]

SCHEDULE PART 3: DATA PROTECTION

1. DEFINITIONS

1.1 In this Schedule, the following terms shall mean:

Data Protection Legislation: means the Data Protection Act 1998 and any related regulations, as amended or superseded at any time, including the General Data Protection Regulation (EU) 2016/679 and/or any corresponding or equivalent national laws or regulations which are or come into force;

EBS Programme Entry Form: means the form provided by EBS to support the enrolment process conducted by Strategy First and provide the means by which students confirm their acceptance of the data sharing arrangements as defined under this Schedule or such other process as set by EBS and notified to Strategy First from time to time;

Student: means any individual who has been enrolled by Strategy First and by EBS on a Course under the terms of this Agreement;

Personal Data: has the meaning set out in the Data Protection Legislation;

Protected Data: means Personal Data relating to Students, Representatives or any other person where Strategy First processes personal data in connection with this Agreement and is shared with EBS and/or Heriot-Watt University.

1.2 The terms "data", "data subject", "data controller", "sensitive personal data", "data Strategy First" and "processing" shall have the meanings ascribed to them in the Data Protection Legislation.

1.3 All other terms shall have the meaning set out in the Agreement.

2. Each party shall comply with all Applicable Laws (including specifically the Data Protection Legislation and with guidelines issued from time to time by the UK Information Commissioner and any equivalent laws and guidelines in the Territory) in connection with the data processing activities that each party carries out under this Agreement. Where there is a conflict between Data Protection Legislation and data protection legislation locally in the Territory, this shall be resolved by EBS and Strategy First. ~~A summary of any agreement reached shall be included as an Annex to this Part 3 of the Schedule.~~

3. In relation to Personal Data:

EBS shall be the data controller in relation to all Protected Data; and

where Strategy First collects and processes Personal Data relating to Students, Representatives or other parties connected with the performance of Strategy First's rights or obligations under this Agreement and which is not Protected Data, then Strategy First shall be the data controller of such data and shall ensure that it maintains equivalent data protection measures as described in this Part 3 of the Schedule.

Strategy First shall process the Protected Data only to the extent, and in such a manner, as is necessary for the purposes specified in Annex 1 of this Agreement and in accordance with the EBS Data Protection Policy (and such other policies, as notified by EBS to Strategy First from time to time) and EBS's written instructions from time to time and shall not process the Protected Data for any other purpose. Strategy First will keep a record of any processing of Protected Data it carries out on behalf of EBS.

4. In respect of collection of Personal Data relating to Students, and in order to provide efficient services to Students, Strategy First shall:
- obtain permission for Students' Personal Data to be shared between Strategy First, EBS and Heriot-Watt University. Strategy First shall comply with procedures set by EBS to procure that all Students agree explicitly in writing at the point of collection of such Personal Data by Strategy First and prior to the commencement of their Programme for the collection and processing of their data;
- provide appropriate data protection notices at the point of collection of Student's Personal Data and, generally, as directed by EBS to include, informing the data subject of the identity of the data controller, the identity of any data protection representative it may have appointed, the purposes or purposes for which their Personal Data will be processed and any other information which is necessary having regard to the specific circumstances in which the data is, or is to be, processed to enable processing in respect of the data subject to be fair.
5. At the date of this Agreement, Strategy First agrees to obtain explicit opt-in consent from the Student using the EBS Programme Entry Form at the point of collection of the Student's Personal Data, containing the wording set out in Annex 2. Strategy First shall not modify or alter the form in any way without the prior written consent of EBS. If this consent is provided using a hard copy of the EBS Programme Entry Form, then Strategy First shall provide a hard copy of EBS's Data Sharing Policy to the Student at the same time. Any changes to this procedure, the EBS Programme Entry Form or the wording of Annex 2 will be notified to Strategy First by EBS from time to time.
6. Where Protected Data might contain sensitive personal data, Strategy First may be required to obtain additional specific explicit opt-in consent at the point of collection of such sensitive data, in compliance with EBS's instructions and policies notified to Strategy First from time to time.
7. In respect of Protected Data, Strategy First undertakes and warrants to:
- take all appropriate technical and organisational measures against unauthorised or unlawful processing of such Protected Data and against accidental loss or destruction of, or damage to, such Protected Data, taking into account the nature of the Protected Data and shall comply with EBS's Information Security policies as notified to Strategy First from time to time;
- promptly implement any requirement made by EBS to ensure that the technical and organisational measures implemented comply with Data Protection Legislation;
- put in place and maintain a level of security programmes and procedures (including without limitation encryption and password protection of all portable devices) to ensure that such Protected Data at all times remains secure, taking account of the level of damage which may be suffered by a data subject to whom the Protected Data relates including addressing the nature of sensitive personal data where necessary;
- use all reasonable efforts to assist EBS to comply with all obligations imposed on a data controller by the Data Protection Legislation and any relevant Applicable Laws;
- ensure that it will maintain proper records of the processing of any Protected Data and of all training carried out by it with regard to data protection and compliance with this Schedule;
- if Strategy First receives any complaint, notice or communication which relates directly or indirectly to the processing of the Protected Data under this Agreement, it shall immediately notify EBS and it shall provide EBS with full co-operation and assistance in relation to any such complaint, notice or

communication. Strategy First will not respond in any way to such complaint, notice or communication, except on the instructions of EBS; and

at EBS's request, Strategy First shall provide to EBS a copy of all Protected Data held by it on behalf of EBS in the format and on the media reasonably specified by EBS.

8. Strategy First shall promptly inform EBS if any Protected Data processed by Strategy First under this Agreement is lost or destroyed or becomes damaged, corrupted, or unusable. In such event, Strategy First will comply with the EBS Information Security Incident Policy and Procedure (as notified to Strategy First by EBS from time to time) and co-operate in all respects with the instructions from EBS in this regard. To the extent possible, Strategy First will restore such Protected Data at its own expense.
9. Strategy First shall notify EBS as soon as possible and within [2] working days if it receives a request from a data subject for access to that person's Personal Data or any other request relating to a data subject's rights under the Data Protection Legislation. Strategy First shall provide EBS with full co-operation and assistance in relation to any such request and shall comply with EBS's policy in this respect, a copy of which will be provided by EBS to Strategy First from time to time. Strategy First shall not disclose the Personal Data to any data subject or to a third party other than at the request of EBS or as provided for in this Agreement.
10. Strategy First shall permit EBS (or an auditor appointed by EBS) to audit the measures required under this Schedule in line with the procedures for obtaining and maintaining Academic Approvals or such additional audits, as may be required by EBS on reasonable prior notice, provided that the requirement to give notice will not apply if EBS believes that Strategy First is in breach of any of its obligations under this Agreement.
11. Strategy First shall ensure that access to Protected Data is limited to:

any Representative who needs access to the Protected Data to meet Strategy First's obligations under this Agreement; and

in the case of any such person, any access to part or parts of the Protected Data is strictly necessary for performance of that person's duties.
12. Strategy First shall ensure that all Representatives:

are informed of the confidential nature of the Protected Data;

have undertaken training in the laws relating to handling personal data; and

are aware both of Strategy First's duties and their personal duties and obligations under such laws and this Agreement.
13. Strategy First shall ensure the reliability of any Representatives who have access to the Protected Data.
14. Strategy First shall inform any Representative that their Personal Data may be shared with EBS and Heriot-Watt University for specific purposes, such purposes shall be defined by Strategy First and each person shall consent to such data sharing, as required. Strategy First will keep a record of such consents. EBS and Heriot-Watt University will not share data on such persons with any other third party.

15. Subject to paragraphs 11 to 13 of this Part 3 of the Schedule, Strategy First may not authorise any third party or sub-contractor to process the Personal Data, without the written consent of EBS.
16. On termination or expiry of this Agreement for whatever reason, or upon written request at any time and, subject to the provisions of Clause 10.1 (b) (ii) if applicable, at the end of any such teach out period as agreed by EBS pursuant to such Clause, Strategy First shall immediately cease to use or process any Protected Data received from or on behalf of EBS under this Agreement. If requested by EBS, Strategy First shall return or destroy or permanently erase all Protected Data and copies of those Protected Data to EBS in its possession or control and shall provide written confirmation to EBS of compliance with this paragraph.
17. Strategy First agrees to indemnify and keep indemnified and defend at its own expense EBS against all costs, claims, fines, damages or expenses incurred by EBS or for which EBS may become liable due to any failure of the Strategy First, or any Representative or other third party engaged by Strategy First, to comply with any of its obligations under this Schedule.

Annex 1: Purposes for which Strategy First may process the Personal Data

Personal Data recorded and shared under this Agreement will be used as described below:

1. Strategy First will record information and may use the resulting data for:
 - (a) Marketing programmes to potential students and providing information to Edinburgh Business School on marketing and recruitment;
 - (b) Communicating with, and providing support to, students;
 - (c) Quality assurance monitoring and the provision of quality assurance reports to Edinburgh Business School;
 - (d) The purchase and supply of courses.
2. Edinburgh Business School will record information and use the resulting data for:
 - (a) Marketing programmes to potential students;
 - (b) Recruitment and matriculation;
 - (c) Communicating with, and providing support to, students;
 - (d) Processing appeals and complaints;
 - (e) Alumni relations;
 - (f) Quality assurance monitoring;
 - (g) Seeking and acting on student feedback, providing management and statistical information to monitor and improve our performance and enhance the student experience;
 - (h) Administering programmes, monitoring performance, conducting assessments and examinations, and conferring and providing confirmation of awards;
 - (i) Monitoring marketing and recruitment activities;
 - (j) Returns to government or government agencies to comply with statutory and legal obligations including the: Higher Education Statistics Agency and funding bodies;
 - (k) Providing a reference for a potential or current employer;
 - (l) Providing information to a sponsor;
 - (m) Providing information to Heriot-Watt University for the purpose of communicating with students;
 - (n) Archival purposes.
3. ~~EBS will share the information that it holds in relation to each Student with Heriot-Watt University.~~

Annex 2

The following information shall be included on the EBS Programme Entry Form, or such information updated by EBS and notified to Strategy First from time to time:

"Edinburgh Business School, Heriot-Watt University and Strategy First work in partnership to deliver EBS programmes. To ensure that your programme is managed efficiently, the personal data that you provide in this form and information recorded as you progress in your studies will be shared amongst Edinburgh Business School, Heriot-Watt University and Strategy First.

Such information shall be used as follows:

Strategy First will use the information for programme support, delivering academic services and tuition, administration and for the provision of information to students; and

Edinburgh Business School and Heriot-Watt University will each use the information for academic programme management, quality assurance and monitoring and for operational and administration purposes.

" you provide us with any health information for the purpose of facilitating your studies or examinations, then by providing that information to us, you agree that Strategy First and Edinburgh Business School might use it for this purpose.

For more information on how your personal information is collected used and shared, please see the EBS Data Protection Policy, which may be updated from time to time. [EBS and Strategy First will agree most appropriate link to policy and further information].

As Edinburgh Business School and Heriot-Watt University are located in the UK, your personal data may be transferred into and out of the European Economic Area.

Please sign this form to show your consent to the collection and use of your personal data by Strategy First, Edinburgh Business School and Heriot-Watt University as described above and in Edinburgh Business School's Data Sharing Policy and notices available on the EBS website from time to time."



Pearson UK
80 Strand
London
WC2R 0RL
E pqs.international@pearson.com
W www.pearson.com

Centre Number: 92412

Head of Centre
Strategy First Institute
8 Ground Floor, Pan Chan Tower
Bagayar Road
Myaynigone
Yangon
Sanchaung Township
11111
Myanmar

Application to deliver Pearson qualification(s)

1 November 2018

Dear Head of Centre

Thank you for your application to offer the qualifications below.

I am pleased to inform you that we have approved your application for **Face to Face delivery**.

Programme Code	Qualification Level and Title	Approved To	Certification End
BYSL8	Pearson BTEC Level 5 HND in Business RQF	31/08/2021	31/12/2024
BYSL9	Pearson BTEC Level 4 HNC in Business RQF	31/08/2021	31/12/2024

You have advised us that the above qualifications will be **assessed in English** and you may now publicise these qualifications and register learners.

The subject specialist who reviewed your application has made the following recommendation to support delivery of the above programmes:

It is recommended that you recruit a reduced number of learners in year one, in order to deliver an effective programme and to resolve any teething difficulties which may arise.

Please note we request that learners are registered as per Pearson guidelines, which can be found on our website here.

If no registrations are made within two years of the approval date, approval may be withdrawn and a new application for approval will be required.

All details relating to the administration, delivery, quality assurance and certification practices of this qualification, as well as further information around the resources and tools available to you, can be found on our website here.

If there are any changes to your centre which affect your ability to deliver Pearson qualifications, including to your examination venue, to the arrangements of storing and securing examination papers, your address or the head of centre, you must inform us immediately.

You are required to keep a complete copy of your approval application form and supporting evidence for the validity of your recognition and required to promptly make these available to Pearson and/or Pearson representatives upon request.

Thank you for choosing to work with Pearson. We wish you and your learners every success for the future.

Yours sincerely,



Sally Peacock
Head of Centre Management
Business Improvement Regulation
Pearson UK



Pearson UK

80 Strand
London
WC2R 0RL
E pqs.international@pearson.com
W www.pearson.com

Centre Number: 92412

Head of Centre
Strategy First Institute
8 Ground Floor, Pan Chan Tower
Bagayar Road
Myaynigone
Yangon
Sanchaung Township
11111
Myanmar

Centre recognition to deliver Pearson qualifications/products

1 November 2018

Dear Head of Centre

I am pleased to inform you that your organisation has been granted approval to deliver Pearson qualifications and/or products and that you are now a Pearson recognised centre.

Your unique centre number is **92412**

Please quote your centre number whenever you contact us, so that we can quickly find your details.

You are required to keep a complete copy of your centre approval application form and supporting evidence for the validity of your recognition and required to promptly make available to Pearson and/or Pearson representatives upon request.

If there are any changes to your centre which affect your ability to deliver Pearson qualifications, including changes to your address or the head of centre, you must inform us immediately.

Support and help

Your centre now has access to a wide range of support services to help you and your learners and your Pearson representative will be in contact with you shortly to get you started.

If you have any questions you can contact us by using the contact details found on our website.

Thank you for choosing to work with Pearson, we wish you and your learners every success for the future.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'S. Peacock'.

Sally Peacock
Head of Centre Management
Business Improvement Regulation
Pearson UK

DATE OF AGREEMENT: 18 May 2017

PARTIES TO THIS AGREEMENT

Party A: The Association of Business Executives; and

Party B: Strategy First Institute

Within the Agreement the parties named above shall be referred to as 'the parties'.

DURATION OF THIS AGREEMENT

This agreement will be in place for the duration of the accreditation period, as stated on the accreditation certificate, unless terminated in line with the termination clause in section 16.

PURPOSE OF THIS AGREEMENT

This agreement is for the purpose of clearly specifying the role and responsibilities of a centre in their dealings with ABE. Contents of this agreement are in keeping with the requirements of the 'General Conditions of Recognition' as issued by The Office of Qualifications and Examinations Regulation (Ofqual) as the regulator of qualifications (other than degrees), examinations and assessments in England. By signing this agreement, the centre confirms their understanding of the terms and conditions and agrees to adhere to the requirements herein. The terms specified in this agreement will be referred to where there is any dispute or disagreement relating to the role and responsibilities of a centre.

INTERPRETATIONS

Centre means an organisation undertaking the delivery of qualifications and assessments (and potentially other activities) to Learners on behalf of ABE. Centres are typically educational institutions, training providers, or employers.

Awarding Organisation means ABE, an organisation recognised by Ofqual in respect of the General Conditions of Recognition (June 2016) and award or authentication of a specified qualification, or description of qualification.

General Conditions of Recognition mean the General Conditions of Recognition issued by Ofqual in June 2016 or any subsequent version of this document.



ABE STATEMENT ON ACCREDITED CENTRE STATUS

This licence agreement establishes the principle terms which The Association of Business Executives (ABE) agrees to grant Accredited Centre status to the institution named in this agreement.

Both copies of this document must be signed by the Principal or Director of the applicant centre and returned to ABE. Upon receipt, one copy will be signed by an ABE Director and returned to the centre.

Accredited Centre status will only become effective upon receipt, by ABE, of the two signed copies of this agreement and the accreditation certificate being issued by ABE.

ABE may, at its absolute discretion, remove ABE Accredited Centre status from the centre named above should the centre fail to meet its obligations as outlined in this agreement and the Centre Accreditation Handbook. There may be other circumstances, such as a business decision, when ABE may use its discretion to remove ABE Accredited Centre status from the centre.

The Centre hereby agrees that it will:

1. General Conditions of Recognition

- 1a. take all reasonable steps to ensure that the awarding organisation is able to comply with the requirements of the 'General Conditions of Recognition' in relation to the activity it undertakes to deliver qualifications on behalf of ABE. In particular, those requirements specified in condition C1 and C2 will be observed. Conditions C1 and C2 are provided in Annex 1 of this agreement.

2. Retention of records and access to records, people and premises

- 2a. maintain all Learner records and details of achievement in an accurate, timely and secure manner in line with the requirements of the Awarding Organisation and Data Protection Legislation and make these records available for external quality assurance and auditing purposes, as required.
- 2b. take all reasonable steps to comply with requests from ABE for information, data or documents required by ABE or by the regulators, including Ofqual.
- 2c. retain complete accurate records, for at least three years from completion of all qualifications and make these available to the Awarding Organisation upon request. The records required will be specified by the awarding organisation and may include assessment and verification records, certificate claims, candidate data for each qualification etc.
- 2d. provide the Awarding Organisation and the Regulatory Authorities, on reasonable notice, access to premises, people and records as required, and fully cooperate with their monitoring activities, including but not limited to providing access to any premises used.

3. Monitoring activity and investigations

- 3a. support ABE in carrying out any reasonable monitoring activities and assist any regulatory bodies, including Ofqual in any investigations made for the purposes of performing its functions.
- 3b. respond to any ABE communications within a reasonable timeframe. If a response is unable to be provided within 48 hours, an acknowledgment of the communication from ABE must be sent along with an estimate as to when a full response will be given.

4. Centre Workforce

- 4a. retain a workforce of appropriate size and competence to undertake the delivery of the qualification. This includes taking reasonable steps to ensure occupational competence where this is required by ABE for the assessment of specific qualifications.
- 4b. ensure that it has available sufficient managerial and other resources to enable it effectively and efficiently to undertake the delivery of the qualification as required by ABE

- 4c. provide staff with appropriate inductions and professional development (including a development plan) to ensure staff can maintain the relevant expertise and competence required by ABE.
- 4d. supply staff CVs and other evidence (for example original certificates) to ABE in a timely manner upon request.
- 4e. have in place appropriate staff and relevant systems before the qualifications are made available in accordance with the requirements of the qualification(s).
- 4f. ensure that staff involved with a qualification understand the relevant specification provided by ABE.
- 4g. ensure effective communications systems are in place internally to keep all relevant staff informed of current ABE policies and procedures.
- 4h. ensure that quality assurance and management processes are in place and that these apply across all satellite locations.

5. Legislation

- 5a. undertake the delivery of the qualification in accordance with Equalities Law.
 - 5b. ensure all equipment and accommodation used for the purpose of qualification delivery and assessment complies with the requirements of Health and Safety regulations.
 - 5c. comply with the requirements of Data Protection legislation in relation to all Learner data. The data collected from Learners will only be used for the purpose for which it has been collected and personal Learner information will not be disclosed to any unauthorised person or body. Personal data will be processed in accordance with the Centre's registration under the Data Protection Act.
-
- 5d. comply with all relevant law, regulatory criteria and codes of practice as updated and amended from time to time, including the General Conditions of Recognition and the additional regulatory documents that support these Conditions.

6. Complaints and Appeals

- 6a. operate a complaint handling process or appeals process for the benefit of Learners.
- 6b. adhere to the ABE's appeals process and provide appropriate information and support to enable Learners to access the appeals process.

7. Malpractice and Maladministration

- 7a. have in place robust procedures for preventing and investigating incidents of malpractice or maladministration which are up to date and communicated across the Centre, its satellite centres, sub contractors and third parties.

- 7b. regularly review procedures for preventing and investigating incidents of malpractice or maladministration and make any improvements necessary to ensure they remain relevant and fit for purpose.
- 7c. take all reasonable steps to prevent incidents of malpractice or maladministration from occurring.
- 7d. take all reasonable steps to investigate any suspected incidents of malpractice or maladministration and rectify any negative impact of these incidents.
- 7e. develop an action plan for managing and rectifying the negative impact of any incidents of malpractice or maladministration and make this action plan available to ABE as required. This plan should also identify any areas of improvement required to ensure the malpractice or maladministration does not recur in the future.
- 7f. take appropriate and proportionate action against those responsible for the malpractice or maladministration to ensure it does not recur in the future.
- 7g. deliver, in full, the actions required to manage and rectify any identified incidents of malpractice or maladministration.
- 7h. promptly notify ABE of any incidents of malpractice or maladministration in line with the requirements of the ABE's malpractice/maladministration policy.
- 7i. provide access to documents, records, data, staff, third parties, sub-contractors, learners or any other resource required by ABE during an investigation of a centre for malpractice or maladministration.
- 7j. agrees that ABE may, at its total discretion, fail all candidates at the centre and remove accreditation from the centre where evidence exists which demonstrates that examination malpractice has occurred.

8. Accreditation Review

- 8a. accreditation will be based on inspection wherever possible of the teaching services offered, available facilities and consideration of students and staff welfare (including aspects of health and safety requirements) and other relevant aspects of the tuition provider's management and processes.
- 8b. accreditation is subject to the satisfactory completion of the renewal application to ABE. The renewal application should be completed and returned to ABE before the accreditation period listed on the centre certificate expires.
- 8c. the renewal application is to be completed by a responsible staff member at the accredited centre, this must be accurate and honest and its content supported by evidence, if required.

9. Resources

- 9a. use buildings that provide access for candidates for assessment purposes, in accordance with relevant equalities legislation

- 9b. ensure that the full range of relevant, current equipment required to assess the qualification is supplied.
- 9c. adhere to any assessment requirements as per the qualification requirements.
- 9d. provide the necessary resources in accordance with any requirements outlined in ABE's qualification specification.
- 9e. maintain adequate systems and resources - including where appropriate, equipment, materials and software - to support the delivery of the qualification(s).
- 9f. ensure the security of any examination material in respect of storage and the handling process in line with the requirements of ABE.
- 9g. have the necessary level of financial, technical and staffing resources and systems necessary to support the delivery of ABE's qualifications.
- 9h. have appropriate arrangements and agreements in place with any third parties or suppliers who provide goods or services to the centre which contribute to the delivery and/or assessment of the qualification(s).
- 9i. have the staff, resources and systems necessary to support the assessment of units and the award, accumulation and transfer of credits and, where necessary, the recording of exemptions.
- 9j. agree that ABE, at its discretion, may require the 'Accredited Centre' to host the examinations for students receiving tuition at the centre as well as students from other centres and self-study students. No cost will be borne by ABE for hosting the examinations at the centre.
- 9k. In the event that ABE decides to use the centre as an examination venue, the centre must arrange for the immediate return of all assessment documentation to the ABE office once the exam period has finished

10. Learner Registration and Certification

- 10a. the centre agrees that it will provide either full or part-time tuition to ABE students and that it will maintain a register of all ABE students and a record of their attendance.
- 10b. agrees
 - (i) that it will ensure that every learner studying for an ABE qualification forwards their completed registration application form, and registration fee to ABE prior to the registration closing dates listed on the ABE website www.abeuk.com and
 - (ii) that only official ABE registration forms will be used for the registration of student members. The centre will assess the learner's prior learning against ABE's entry guidelines, ensuring that evidence supporting the entry decision is kept at the centre for any future inspection.
- 10c. take appropriate and reliable steps to confirm each Learner's identity prior to any ABE related assessment taking place.

- 10d. use the record of the Learner's previous achievements to enable opportunities for credit transfer and exemption, where Learner consent is given.
- 10e. recognise any restrictions regarding the minimum amount of time that candidates must be registered with the Awarding Organisation before certification, as well as the combination of units and or qualifications allowed.
- 10f. take reasonable steps to ensure that all relevant centre staff understand how and when to apply for candidate registration, examination entry and submission of assessments.
- 10g. have arrangements in place to obtain on behalf of its Learners a Unique Learner Number (ULN) and a learner record (unless Learner chooses not to have one).

11. Management of third parties and sub-contractors

- 11a. implement and maintain an effective system for the management of all third party and sub-contracted services and ensure that all policies and requirements referred to in this agreement apply to these third parties and sub-contractors.
- 11b. ensure that where a partnership arrangement exists the respective roles and responsibilities are documented and made available to ABE as required.
- 11c. have in place agreements with third parties and sub-contractors to ensure that all policies and requirements referred to in this agreement are enforceable with third parties and sub-contractors.
- 11d. ensure it has effective communications systems in place with third parties and sub-contractors to keep them up to date with the requirements of ABE and the Regulators.

12. Withdrawal of approval and interests of Learners

- 12a. co-operate fully with ABE in cases where either the Centre or ABE decides to discontinue this agreement. This co-operation will be provided whether the withdrawal is voluntary or not from the Centre's perspective.
- 12b. take all reasonable steps to protect the interests of Learners in the case of such a withdrawal as referred to in point 12a above. This will apply whether the withdrawal is voluntary or not from the Centre's perspective.
- 12c. adhere to the process specified by ABE for the withdrawal of the Centre from the delivery of a qualification or all qualifications.

13. Invoicing & Payments

- 13a. ensure that full remittance is enclosed with all registration and examination submissions. ABE reserves the right to refuse service if payment is not forthcoming. Please note, any associated charges for the

transfer of payments to ABE must be paid by the centre.

- 13b. provide payment of all valid invoices presented by ABE within the stated terms and conditions.

14. Assessment

- 14a. have the staff, resources, facilities and systems necessary to support the assessment of units and, where necessary, the recording of exemptions.
- 14b. have arrangements in place that allow for recognition of prior learning (RPL) (where appropriate).
- 14c. have arrangements for the security of assessment and exam materials, internal verification and have the appropriate facilities to host exams.

15. Centre Requirements

- 15a. comply with all the requirements specified in the Accreditation Handbook in order to continue to deliver qualifications on behalf of ABE.
- 15b. agree to the application of the sanctions policy as laid down in the ABE Sanctions Policy.
- 15c. to seek and secure ABE's approval for all promotion activity in respect of the qualifications, whether in print, broadcast or electronic media, and to accept ABE's decisions in such matters as binding and final.
- 15d. to refrain from offering or running any competitive qualifications to those available through ABE.

16. Termination

- 16a. agree that this agreement can be terminated by either party, in writing with at least one month's notice. Sections 1, 2, 3, 5c, 6, 7i, 12,13,9j and 15e of this agreement continue beyond termination.

17. Awarding Body responsibilities

ABE hereby agrees that it will:

- 17a. set out all the requirements with which the Centre must comply in order to continue to deliver the qualifications. These requirements can be found in the 'Accreditation Handbook'.
- 17b. publish and make available to the Centre a sanctions policy to be applied in the event that the Centre fails to comply with these requirements. This sanctions policy can be found on the ABE website or can be requested from the ABE Accreditation Department.
- 17c. take all reasonable steps to protect the interests of Learners where the Centre withdraws from the delivery of a qualification.

- 17d. specify a process to be followed in any withdrawal of the Centre (whether voluntary or not) from its role in delivering a qualification, or from qualification delivery /centre approval in general.
- 17e. answer accurately, fully and within a reasonable time any reasonable enquiries received from users of qualifications.
- 17f. provide effective guidance to the Centre in respect of the parts of the delivery of qualifications which the Centre undertakes.
- 17g. upon request, provide the Centre with guidance on how to best prevent, investigate and deal with malpractice or maladministration.
- 17h. provide information upon request in relation to:
- the policy for issuing invoices, payment of invoices and the retention and content of invoices
 - the sanctions policy to be applied in cases where centres fail to comply with the requirements of the awarding organisation
 - a written complaints procedure
 - information on the process to enable the results of assessments to be reviewed
 - a published specification for each of the qualifications made available
 - published details of arrangements for making Reasonable Adjustments
 - published details for arrangements for giving Special Consideration
 - published details of the expected dates or timescales for the issue of results
- 17i. comply with the requirements of Data Protection legislation in relation to all personal data supplied by the Centre. The data collected from Centres will only be used for the purpose for which it has been collected and will not be disclosed to any unauthorised person or body. Personal data will be processed in accordance with the awarding organisation's registration under the Data Protection Act. The awarding body will not disclose information if to do so would breach a duty of confidentiality or any other legal duty.
- 17j. act on the centre's renewal application in a timely manner, and re-approve if satisfactory information has been provided.

18. Centre Agreement and Declaration

I, the undersigned, declare that the Centre understands that this is an enforceable agreement between the centre and ABE. I further understand and agree that this agreement applies for the whole period of time during which the Centre operates as an 'Accredited Centre' of ABE, unless stated otherwise, and that ABE has the right to issue updates and amendments to the agreement from time to time.


I accept that if the Centre defaults on the commitments made in this application it may lead to the removal of accredited status in line with the sanctions policy of the awarding organisation.

I declare that I am authorised by the Centre to supply the information given above and, at the date of signing, the information provided is a true and accurate record to the best of my knowledge. I further declare that I am authorised by the Centre to sign this agreement on behalf of the Centre.

The parties hereto have caused this Agreement to be executed on the 'Date of Agreement' specified above. I agree to act in accordance with the requirements specified in this agreement and the accreditation handbook:

Signed for and on behalf of Party A by:

Signature:



Name:

Janne Karkkainen

Role:

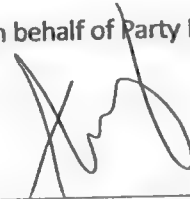
Director of Quality and Compliance

Date:

11/07/17

Signed for and on behalf of Party B by:

Signature:



Name:

Aung Chit Khin


Role:

Founder

Date:

18 May 2017

This agreement is only valid when
ABE certification appears below

The Association of Business Executives	
KT3 4TE	
CERTIFIED BY	
NAME	N. Hussien
POSITION	Accreditation
DATE	11/07/17

Annex 1 – General Conditions of Recognition

Condition C1: Arrangements with third parties

- C1.1 Where an awarding organisation arranges for a third party to undertake, on its behalf, any part of the development, delivery or award of qualifications which the awarding organisation makes available, or proposes to make available, the awarding organisation must:
- (a) ensure that the arrangements which it establishes with that third party enable the awarding organisation to develop, deliver and award qualifications in accordance with its Conditions of Recognition, and
 - (b) monitor and, where appropriate, enforce such arrangements so as to ensure that it is able to develop, deliver and award qualifications in accordance with its Conditions of Recognition.
- C1.2 An awarding organisation must take all reasonable steps to ensure that, in making any such arrangements, it does not impose unnecessary or unduly burdensome requirements on third parties.

Condition C2: Arrangements with Centres

- C2.1 Where a Centre undertakes any part of the delivery of a qualification on behalf of an awarding organisation, this condition applies in addition to the requirements in Condition C1.
- C2.2 Where this condition applies, an awarding organisation must ensure that arrangements between it and the Centre include a written and enforceable agreement.
- C2.3 That agreement must in particular include provisions which:
- (a) require the Centre to take all reasonable steps to ensure that the awarding organisation is able to comply with its Conditions of Recognition,
 - (b) require the Centre to take all reasonable steps to comply with requests for information or documents made by the awarding organisation or Ofqual as soon as practicable,
 - (c) require the Centre to assist the awarding organisation in carrying out any reasonable monitoring activities and to assist Ofqual in any investigations made for the purposes of performing its functions,
 - (d) set out all the requirements with which the Centre must comply in order to continue to deliver the qualification,
 - (e) establish a sanctions policy to be applied in the event that the Centre fails to comply with these requirements,
 - (f) require the Centre to retain a Workforce of appropriate size and competence to undertake the delivery of the qualification as required by the awarding organisation,
 - (g) require the Centre to have available sufficient managerial and other resources to enable it effectively and efficiently to undertake the delivery of the qualification as required by the awarding organisation,

- (h) require the Centre to undertake the delivery of the qualification required by the awarding organisation in accordance with Equalities Law,
- (i) require the Centre to operate a complaints handling procedure or appeals process for the benefit of Learners,
- (j) set out any Moderation processes that the awarding organisation will undertake or that will be undertaken on its behalf,
- (k) specify a process to be followed in any withdrawal of the Centre (whether voluntary or not) from its role in delivering a qualification, and
- (l) require the Centre to take all reasonable steps to protect the interests of Learners in the case of such a withdrawal.

C2.4 In the event that the Centre withdraws from its role in delivering a qualification, the awarding organisation must take all reasonable steps to protect the interests of Learners.

C2.5 The awarding organisation must, in respect of the parts of the delivery of qualifications which the Centre undertakes, provide effective guidance to the Centre, and make available to the Centre any information which, for the purposes of that delivery, the Centre may reasonably require to be provided by the awarding organisation.



ICM

MEMORANDUM OF UNDERSTANDING (MOU)

between

The Institute of Commercial Management (ICM)

and

Strategy First Institute

in respect of the granting of

ICM 'APPROVED CENTRE' STATUS ('AC Status')

This Memorandum of Understanding (MOU) establishes the principal terms under which the Institute of Commercial Management agrees to grant ICM 'Approved Centre' status to the institution named in this MOU.

A copy of this document must be signed by the Principal or Director of the 'Approved Centre' and returned to ICM. Upon receipt it will be signed by an ICM director and returned to the Centre.

'Approved Centre' status will only become effective upon receipt, by ICM, of the signed copy of this MOU.

ICM may, at its absolute discretion; remove ICM 'Approved Centre' status from the 'Approved Centre' named above should the Centre fail to meet its obligations as outlined in this MOU.

ICM agrees to the following:

Approved Centre Status

ICM agrees to grant ICM 'Approved Centre' status to the institution named in this MOU and to provide examination and assessment services to students studying at, and registered with the 'Approved Centre'.

ICM agrees to grant 'AC Status' to the named Centre for an initial period of two years.

'AC Status' will be renewed every two years thereafter providing (a) the examination results of the Centre's candidates are satisfactory and (b) that the Centre has an economically viable cohort of ICM students.

Student Registration

ICM agrees to accept Student Membership Registrations from students studying at the 'Approved Centre'.

Examination Entries

ICM agrees to accept examination entry applications from students undertaking Single Subject and professional courses at the 'Approved Centre' providing that there are more than ten entries for any selected examination series. ICM reserves the right to return any Examination Entry forms and fees to the 'Approved Centre' should there be less than ten subject entries for any examination series.

Examining and Assessment Services

ICM agrees to provide examination question papers to the 'Approved Centre' for all paid up candidates and to mark and moderate all answer scripts and assignments received from the candidates.

Results

ICM agrees to provide the 'Approved Centre' with the results for all fully paid up candidates who have submitted answer scripts for Single Subject examinations and to forward results for all other candidates, in good standing, who have completed subjects within a professional programme.

The 'Approved Centre' agrees to the following:

Rules and Regulations

The 'Approved Centre' agrees to abide by the Institute's Rules and Regulations, details of which appear on the ICM website www.icm.education

Communications

The 'Approved Centre' agrees that it will, at all times, maintain its own working email facility and telephone line.

The 'Approved Centre' agrees that it will appoint a member of its own staff to act as its ICM Coordinator and that it will provide the Institute with the name of that individual. ICM will contact the nominated ICM Coordinator/individual in the event that there are any issues relating to Student Registrations, Examination Entry Fees or Examination Results.

• If the 'Approved Centre' changes its physical address or nominated Coordinator, it agrees to notify ICM within 48 hours and to provide ICM with the new details and name of the replacement. The name of the current nominated ICM Coordinator must be given on page 5 of this document.

Student Enrolment

The 'Approved Centre' agrees that it will provide either full or part-time tuition to ICM students and that it will maintain a Register of all ICM students and a record of their attendance.

Student Registration

The 'Approved Centre' agrees (a) that it will undertake to ensure that every student studying for an ICM professional level programme or Single Subject course forwards his/her completed Student Registration application form, passport-sized photograph and Registration fee to ICM within eight weeks of commencing his/her programme of study and (b) that only official ICM Student Registration forms will be used for the registration of Student Members.

Examination Entries and Closing Dates

The 'Approved Centre' agrees that it will not forward to ICM any Examination Entry forms or fees in respect of any candidates who are not registered with it and who have not studied at the Centre on either a full or part-time basis.

The 'Approved Centre' also agrees that it will (a) use the appropriate and official ICM Examination Entry forms for all ICM Student Members wishing to enter for any examination and (b) that it will ensure that all examination entries for candidates, together with the full fees due, are forwarded to ICM before the relevant Closing Date (shown on the Timetable) for the selected/nominated examination series. The 'Approved Centre' accepts that should examination entries arrive after the Closing Date, the Institute reserves the right to carry all entries forward to the next examination series.

Examination Entries – Fees

The 'Approved Centre' agrees that if it collects examination and/or Registration fees from a student it will not ask that student to pay any sum of money other than the standard fee/s required by ICM.

The 'Approved Centre' agrees that it will forward the full fees due for all candidates and accepts that should examination entries arrive without the full fees due, ICM reserves the right not to enter the candidates for any examinations. The 'Approved Centre' agrees that in the event that examination entries sent to ICM are not fully paid ICM will return the fees and the Examination Entry forms to them.

The 'Approved Centre' agrees that it will not forward cash payments in respect of any Registration or Examination Fees due and that if it does, ICM will not be held responsible for the loss of any monies sent in cash.

Examination Entries – Minimum Number of Subject Entries

The 'Approved Centre' agrees that regardless of the subjects, mix of subjects or number of candidates it will submit NOT LESS than ten entries for any nominated examination series. In the event that an 'Approved Centre' wishes to submit less than ten subject entries the Centre agrees to pay an overall Examination Entry fee of £260.00 (10 subjects × £26.00).

Security of Question Papers

The ICM 'Approved Centre' agrees to ensure the security of any question papers which it receives for any examinations and confirms that no papers or questions will be released to teaching staff, students, candidates or any third parties before the official Timetabled date/s and time/s of the examinations.

Invigilation

The 'Approved Centre' agrees to adhere to all Rules and Regulations relating to the conduct of ICM examinations and to meet any Invigilation costs which may be incurred in the process.

The 'Approved Centre' agrees that the Institute may, at its total discretion, make arrangements for candidates to be invigilated by a nominated and external ICM Invigilator.

Centralised Examination Arrangements

The 'Approved Centre' agrees that, at its discretion, ICM may require all candidates to attend a centralised examination facility.

Return of Examination Answer Books/Scripts

The 'Approved Centre' agrees to sort candidates' completed answer books in the order shown on the ICM Candidates' List and to dispatch them to ICM, by courier or recorded delivery post, no later than the day following each examination. The 'Approved Centre' agrees that at no time will answer books be left in any unsecured place. The 'Approved Centre' agrees that if it is unable to dispatch answer books on the day following the examinations it will ensure that the candidates' answer books are secured under the same conditions as unused examination papers. The 'Approved Centre' agrees that ICM may, at its total discretion, refuse to mark, moderate or issue results for any candidate/s whose answer book/s arrive more than 14 days after the date of the final examination undertaken by the candidate/s.

Examination Malpractice

The 'Approved Centre' agrees that ICM may, at its total discretion, fail all candidates at the Centre and remove 'Approved Centre' status from the Centre where evidence exists which demonstrates that examination malpractice has occurred.

Authorisation

The signing of this MOU implies that both organisations signing this agreement understand its terms and agree to abide by its contents. The MOU should be signed by authorised contacts, as recorded on your renewal application, and returned to ICM as an email attachment, no later than two weeks after receipt of this document.

Signed for and on behalf of the 'Approved Centre'

Name of Signatory: **Aung Chit Khin**

Title/Position: **Principal/Founder**

Name and Address of Centre:

#8, First Floor, Pan Chan Tower,
Corner of Dhamma Zedi Road and Bagayar Road
San Chaung Township, Yangon, Myanmar

Signature: 

Date: **8 Dec 2014**

The nominated ICM Coordinator at Strategy First Institute is:

Mr/Mrs/Miss **Mr. Aung Kyaw Htay**
(please PRINT)

Signed for and on behalf of ICM (UK)

Name of Signatory: **Dr A F Somerville Ford**

Title/Position: **Chairman**

Name and Address of Organisation:

Institute of Commercial Management
ICM House
Castleman Way
Ringwood
Hampshire
BH24 3BA
England

Signature: 

Date: **12th December 2014**



CENTRE OPERATING AGREEMENT
between
SCOTTISH QUALIFICATIONS AUTHORITY
and
STRATEGY FIRST INSTITUTE

Agreement number: 3023230

CENTRE OPERATING AGREEMENT

between:

- (1) **THE SCOTTISH QUALIFICATIONS AUTHORITY**, a non-departmental public body established under the *Education (Scotland) Act 1996* and having its principal offices at Ironmills Road, Dalkeith, Midlothian EH22 1LE and at The Optima Building, 58 Robertson Street, Glasgow G2 8DQ ('**SQA**'); and
- (2) **Strategy First Institute** having its principal offices at No.8, Ground Floor, Panchan Tower Bargaya Road, Myay Ni Gone SanChaung Township, Yangon 11111 Myanmar

having effect from 29.11.2017

BACKGROUND:

- A. Section 2(1)(d) of the *Education (Scotland) Act 1996* gives SQA the statutory function of approving education and training establishments as being suitable for presenting persons for SQA Qualifications ('**Approved Centres**').
- B. Section 4 of the *Education (Scotland) Act 1996* empowers SQA to make such arrangements as it considers appropriate to determine whether education and training establishments should be permitted to present persons for SQA Qualifications (the '**Statutory Power**').
- C. SQA requires Approved Centres to meet the criteria specified by SQA, as may be updated or replaced at various times by SQA during the term of this Agreement (the '**Operating Criteria**'), the current version of which is detailed in the Schedule.
- D. The Centre wishes to operate as an Approved Centre and the parties each agree to the following terms.

AGREED TERMS:

1. APPROVAL AND VERIFICATION

1.1 Making applications

The Centre shall:

- be entitled to apply to become an Approved Centre and offer at least one specific SQA Qualification ('**Centre Approval**'); and
- if its Centre Approval application is successful, thereafter be entitled to apply for approval to offer additional specific SQA Qualifications ('**Specific Qualification Approval**')

by, in each case:

- 1.1.1 completing and submitting to SQA the forms specified by SQA (as updated or replaced at various times by SQA during the term of this Agreement);
- 1.1.2 providing completed forms, information, evidence, access and co-operation in accordance with clause 2.3; and
- 1.1.3 paying to SQA the applicable fees and expenses in accordance with clause 4.

1.2 Centre Approval

On receipt of an application by the Centre for Centre Approval, SQA shall, subject to the Centre complying with clause 1.1:

- 1.2.1 consider whether the Centre:
 - (a) meets the Operating Criteria for *'System Approval'*;
 - (b) meets the Operating Criteria for Specific Qualification Approval (in relation to at least one specific SQA Qualification which the Centre proposes to offer); and
 - (c) has otherwise satisfied SQA that the Centre is a suitable body to operate as an Approved Centre;
- 1.2.2 if it is satisfied that the conditions under clause 1.2.1 are met (and all applicable fees and expenses have been paid):
 - (a) grant Centre Approval and confer Approved Centre status by giving written notice to the Centre and issuing the Centre with an SQA centre number; and
 - (b) notify the Centre in writing of its Specific Qualification Approval decision; and
- 1.2.3 if it is not satisfied that the conditions under clause 1.2.1 are met, notify the Centre of its decision and may provide details of further options open to the Centre.

1.3 Approval to offer additional Specific Qualifications

On receipt of an application by the Centre for Specific Qualification Approval, SQA shall, subject to the Centre being an Approved Centre and complying with clause 1.1:

- 1.3.1 consider whether the Centre meets the Operating Criteria for Specific Qualification Approval in relation to the specific SQA Qualification(s) which the Centre proposes to offer;
- 1.3.2 if it is satisfied that the conditions under clause 1.3.1 are met (and all

applicable fees and expenses have been paid), notify the Centre in writing of its Specific Qualification Approval decision; and

- 1.3.3 if it is not satisfied that the conditions under clause 1.3.1 are met, notify the Centre of its decision and may provide details of further options open to the Centre.

1.4 Verification

While the Centre is an Approved Centre, SQA may at various times conduct routine monitoring in order to verify whether the Centre:

- 1.4.1 meets all applicable Operating Criteria on a continuing basis; and

- 1.4.2 continues to be a suitable body to operate as an Approved Centre.

2. ONGOING REQUIREMENTS

2.1 Compliance requirements

The Centre undertakes to:

- 2.1.1 comply with the Operating Criteria;

- 2.1.2 adhere to all procedures, regulations and guidelines issued by SQA which relate to Approved Centres (as may be updated or replaced at various times by SQA during the term of this Agreement);

- 2.1.3 refrain from offering candidates the opportunity to be presented for any SQA Qualifications for which it does not hold Specific Qualification Approval or for which its Specific Qualification Approval has been suspended (including by registering, entering or charging the candidate in relation to such qualifications or otherwise acting in any manner reasonably likely to create the impression that the Centre is permitted to present candidates for such qualifications);

- 2.1.4 refrain from taking any action which is (and not omit from taking any reasonable action which, by its omission, is) reasonably likely to cause the Centre to cease to be a body which SQA would deem suitable to operate as an Approved Centre; and

- 2.1.5 notify SQA of any change in circumstances which occurs (or which the Centre has any reason to believe is reasonably likely to occur) which is reasonably likely cause the Centre to cease to:

- (a) meet the Operating Criteria for 'System Approval';

- (b) meet the Operating Criteria for any Specific Qualification Approval granted to the Centre; and/or

- (c) be a body which SQA would deem suitable to operate as an Approved Centre.

2.2 Candidate registration and entry

The Centre shall:

- 2.2.1 ensure that SQA is notified promptly whenever a candidate is accepted by the Centre for an SQA Qualification;
- 2.2.2 ensure that within 12 months of being granted Specific Qualification Approval, candidates have been registered and entered by the Centre for the relevant SQA Qualification;
- 2.2.3 ensure that it achieves all minimum candidate registration and entry targets for SQA Qualifications specified by SQA (as may be revised at various times by SQA during the term of this Agreement); and
- 2.2.4 at SQA's request (whether such request is made before or after this Agreement is terminated) promptly provide SQA with full details of candidates registered and entered by the Centre for SQA Qualifications (including their names and home addresses) and reasonable access to their applicable portfolio of work.

2.3 Providing evidence of compliance

The Centre shall, to the extent reasonably required to enable SQA to assess whether to grant, withhold or withdraw approval pursuant to clauses 1.2, 1.3, 1.4 and 2.5:

- 2.3.1 promptly, fully and accurately complete and submit to SQA such forms as SQA may reasonably specify;
- 2.3.2 promptly provide SQA with such information and evidence as SQA may reasonably request in such form as SQA may reasonably specify;
- 2.3.3 facilitate 'centre visits' by providing SQA and its representatives and regulators with access to all of the Centre's sites, records, personnel, students and information (following receipt of reasonable notice from SQA) and by making available one or more of its senior personnel with the appropriate level of expertise and authority to answer any reasonable enquiries; and
- 2.3.4 fully co-operate with SQA and its representatives in the conduct of their investigations.

2.4 Data protection

To the extent required to enable SQA to comply with its obligations under Data Protection Law, when processing personal data on behalf of SQA (as defined by Data Protection Law), the Centre will:

- 2.4.1 process the personal data only to the extent, and in such a manner, as is necessary for the purposes of performing its obligations under this Agreement and only in accordance with SQA's instructions; and
- 2.4.2 take appropriate technical and organisational measures against the unauthorised or unlawful processing of the personal data and against the accidental loss or destruction of, or damage to, the personal data to ensure SQA's compliance with Data Protection Law (including the seventh principle of Schedule 1 of the *Data Protection Act 1998*, where applicable).

2.5 Sanctions for non-compliance

In the event that SQA determines, whether pursuant to any Specific Qualifications Approval or verification undertaken pursuant to clause 1.4 or otherwise, that the Centre has failed to comply with its obligations under this Agreement, SQA may at its sole discretion (and without prejudice to its rights under clause 5.3):

2.5.1 withdraw:

- (a) Approved Centre status granted to the Centre;
- (b) any Specific Qualification Approvals granted to the Centre; and/or
- (c) any devolved right granted by SQA to the Centre enabling the Centre to grant internal Specific Qualification Approvals;

2.5.2 suspend:

- (a) Approved Centre status granted to the Centre;
- (b) Specific Qualification Approval granted to the Centre;
- (c) the Centre's right to register and enter candidates for SQA Qualifications;
- (d) certification of the Centre's candidates;
- (e) the Centre's right to seek Specific Qualification Approval; and/or
- (f) any devolved right granted by SQA to the Centre enabling the Centre to grant internal Specific Qualification Approvals

until such time as SQA is satisfied that the non-compliance has been remedied and is not likely to reoccur; and/or

- 2.5.3 require the Centre to take remedial action as SQA may deem appropriate.

3. RIGHTS OF APPROVED CENTRES

3.1 Presenting candidates for SQA Qualifications

While the Centre is an Approved Centre, it shall be entitled to present persons for those SQA Qualifications it is approved by SQA to offer pursuant to clauses 1.2.1(b) and 1.3 and SQA shall provide certification for those candidates who meet the applicable qualification requirements.

3.2 Development visits

Before applying for approval to offer specific SQA Qualifications pursuant to clause 1.3, the Centre shall be entitled to request a '*development visit*'. Following such a request, SQA shall arrange for one or more of its representatives to meet with one or more of the Centre's representatives at the Centre's premises and provide the Centre with advice on the resources and assessment strategies required to offer the relevant SQA Qualification(s).

3.3 Trade Mark licence

The Centre:

- 3.3.1 shall be entitled, solely while it holds Approved Centre status, to use such trade mark as SQA may specify, as may be updated or replaced at various times by SQA during the term of this Agreement (the '**Trade Mark**'), to evidence the Centre's status as an SQA Approved Centre;
- 3.3.2 hereby assigns to SQA any goodwill arising from the Centre's use of the Trade Mark and any similar rights the Centre may at any time have in the Trade Mark and shall, if requested by SQA, at the Centre's cost and expense:
 - (a) both during the term of this Agreement and thereafter execute all such documents as SQA may reasonably require in order to vest any goodwill, copyright and any other intellectual property rights applicable to the Trade Mark formally in SQA;
 - (b) take all such reasonable steps as SQA may require to enable SQA to maintain the validity and enforceability of SQA's intellectual property rights in the Trade Mark during the term of this Agreement; and
 - (c) execute such licences in respect of the use of the Trade Mark as SQA may reasonably require (provided that the provisions of any such licences shall not be more onerous or restrictive than the provisions of this Agreement) and take such further steps as SQA may reasonably require to enable SQA to register such licences with the UK Registrar of Trade Marks (or such other applicable body outside the UK);
- 3.3.3 shall use the Trade Mark in strict compliance with such reasonable directions in relation to the Trade Mark's colour, size, form, location and placement as SQA may issue to the Centre (as may be updated or replaced at various times

by SQA during the term of this Agreement);

- 3.3.4 shall not use the Trade Mark in any manner which is reasonably likely to create the impression that SQA is approving anything other than the Centre's suitability to present candidates for the relevant SQA Qualifications;
- 3.3.5 shall not use in the course of trade or attempt to register any name or logo identical or confusingly similar to the Trade Mark (whether as part of a corporate, business or trading name, trade mark, Internet domain name or otherwise and including any name or logo which incorporates the word 'SQA') save to the extent expressly permitted under this Agreement or otherwise agreed in writing by SQA;
- 3.3.6 shall not take any action which is (and not omit from taking any reasonable action which, by its omission, is) reasonably likely to:
- bring SQA into disrepute;
 - materially diminish the value of, invalidate or be inconsistent with any intellectual property right which SQA may have in the Trade Mark; or
 - in any other way detract from the value of the Trade Mark; and
- 3.3.7 shall promptly and fully notify SQA of:

• any actual, threatened or suspected infringement of the Trade Mark which comes to the Centre's notice;

• any claim that the use of the Trade Mark infringes any rights of any other person which comes to the Centre's notice; and

• any attack, which comes to the Centre's notice, on the validity of any registration of the Trade Mark.

and shall, at the request and reasonable expense of SQA, do all such things as may be reasonably required to assist SQA in taking or resisting any proceedings in relation to any such infringement or claim (including, without limitation, legal proceedings in the joint names of SQA and the Centre).

4. FEES AND EXPENSES

4.1 Fees

The Centre shall pay to SQA the following fees, where SQA deems that it is appropriate to charge them, within 30 days (or such other reasonable period as SQA may set, as may be altered at various times by SQA during the term of this Agreement, by notifying the Centre in writing) of the date of SQA's invoice:

- 4.1.1 the *centre approval fee* (being the fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement, which is charged on application for Approved Centre status);
- 4.1.2 the *Specific Qualification Approval fee* (being the fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement,

which is charged per specific SQA Qualification or group of SQA Qualifications for assessing whether the Centre meets the applicable Operating Criteria);

- 4.1.3 the *verification fee* (being the administration fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement, for verifying the Centre's adherence to the Operating Criteria once it has become an Approved Centre, charged in respect of such periods or on performance of such activities as SQA may determine appropriate from time to time);
- 4.1.4 the *entry fee* (being the fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement, which is charged on entry of candidates for SQA Qualifications);
- 4.1.5 the *certification fee* (being the fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement, which is charged on certification of candidates for SQA Qualifications and for providing replacement certificates);
- 4.1.6 the *development visit fee* (being the fee determined by SQA, as may be amended at various times by SQA during the term of this Agreement, for conducting development visits pursuant to clause 3.2);
- 4.1.7 such other fees as SQA may deem to be appropriate, as may be amended or replaced at various times by SQA during the term of this Agreement; and
- 4.1.8 the *expenses* reasonably incurred by SQA or its representatives (including travel, accommodation and subsistence) in relation to:
 - (a) '*development visits*' undertaken pursuant to clause 3.2;
 - (b) visiting the Centre's sites pursuant to clause 2.3;
 - (c) dealing with any breach by the Centre of its obligations under this Agreement (including any reasonable legal costs incurred by SQA); and
 - (d) verification undertaken pursuant to clause 1.4.

4.2 Tax

All payments to be made by the Centre under this Agreement are exclusive of value added tax or other sales tax, which shall, where applicable, be payable by the Centre in addition.

4.3 Deductions and set-off

The Centre shall not make any deduction or set-off against sums payable to SQA under this Agreement, unless required by law. If the Centre is legally required to make a deduction, the Centre shall promptly on request by SQA provide SQA with reasonable evidence of such requirement and shall take all reasonable steps to assist

SQA in claiming any available exemption under any double tax or similar agreement.

4.4 Late payment

Payments which are not received when payable will be considered overdue and remain payable by the Centre together with interest for late payment on the outstanding amount. The interest shall be payable to SQA on demand and shall accrue on a daily basis at the then current rate prescribed under the *Late Payment of Commercial Debts (Interest) Act 1998* from the due date until the date of payment, whether before or after any judgment and independent of such judgment. Partial payments are applied first against interest accrued to the date of payment and any balance against the amount outstanding.

4.5 Sanctions for late payment

In the event that the Centre fails to pay any sums to SQA on the date due, SQA may, at its discretion (and without prejudice to its rights pursuant to clauses 4.4 and 5.3):

- 4.5.1 place a '*credit limit*' on the Centre, thereby restricting the number of candidates which can be registered and entered for an SQA Qualification prior to SQA receiving payment of the associated fees pursuant to clause 4.1.4;
- 4.5.2 agree a '*payment plan*' with the Centre to permit the Centre to pay outstanding sums over an agreed period;
- 4.5.3 reduce the '*credit period*' referred to in clause 4.1 to such period as SQA may determine to be appropriate; and/or
- 4.5.4 take any of the actions for non-compliance referred to in clause 2.5.

5. DURATION

5.1 Contract term

This Agreement shall commence on the Commencement Date and shall continue in full force and effect until terminated in accordance with the express terms of this Agreement or otherwise in accordance with law.

5.2 Termination without cause

Either party may terminate this Agreement without cause by giving that other 3 months notice in writing. The Centre undertakes to provide at least 2 months written notice of such termination to all of its candidates who are undertaking SQA Qualifications (and agrees that if it fails to do so, SQA may provide notice to those candidates and recover all applicable costs from the Centre pursuant to clause 4.1.8(c)).

5.3 Termination on breach

SQA may terminate this Agreement forthwith by notice in writing if the Centre commits any:

5.3.1 material breach of this Agreement;

5.3.2 persistent breach of any of the provisions of this Agreement; or

5.3.3 breach of this Agreement, which (in the case of a breach capable of remedy) has not been remedied within 30 days of receipt of a written notice from SQA specifying the nature of the breach and requiring it to be remedied.

5.4 Termination on insolvency

SQA may at any time by notice in writing terminate this Agreement forthwith if:

5.4.1 the Centre passes a resolution that it be wound up or dissolved or it makes an arrangement with its creditors (other than, in each case, for the sole purpose of a scheme for a solvent amalgamation of the Centre with one or more other companies or the solvent reconstruction of the Centre);

5.4.2 the Court makes an administration order or winding up order in relation to the Centre; an administration, administrative receiver, receiver or manager is appointed by a creditor or by the Court in relation to the Centre; or possession is taken of any of the Centre's property under the terms of a floating charge; or

5.4.3 any event analogous to the events described in clauses 5.4.1 or 5.4.2 above occurs in any jurisdiction in which the Centre is incorporated or resident or does business.

5.5 Consequences of termination

On termination of this Agreement for any reason:

- 5.5.1 the Centre shall cease to be an Approved Centre and all Specific Qualifications Approval shall be deemed to have been withdrawn;
- 5.5.2 all sums due to SQA shall become payable forthwith without any set-off or retention;
- 5.5.3 the licence to use the Trade Mark shall cease immediately, the Centre shall cease all use of the Trade Mark and the Centre shall co-operate with SQA in cancelling any registration of this Agreement as a licence or of the Centre as a permitted user of the Trade Mark; and
- 5.5.4 such termination shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to either party.

6. GENERAL CONTRACT TERMS

6.1 Interpretation

In this Agreement:

- 6.1.1 references to statutory provisions include those statutory provisions as amended or re-enacted;
- 6.1.2 references to the plural include the singular and vice versa;
- 6.1.3 the words 'include' and 'including' shall each be construed without limitation to the words following;
- 6.1.4 the headings shall not affect the interpretation of this Agreement;
- 6.1.5 save where the context otherwise requires, references to clauses are to clauses of this Agreement;
- 6.1.6 references to 'writing' or similar expressions shall include communications by e-mail (and any other electronic means specified by SQA);
- 6.1.7 the term '**Data Protection Law**' means all applicable enactments of *Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data*, including, where relevant, the United Kingdom's *Data Protection Act 1998* and associated legislation; and
- 6.1.8 the term '**SQA Qualification**' means any qualification which is:
 - devised by SQA;
 - awarded by SQA; or

- a customised award (being a qualification not devised or awarded by SQA but in relation to which SQA issues certification bearing SQA's trade mark to signify that the qualification has been validated in accordance with SQA's official qualifications development criteria).

6.2 Precedence of statutory rights and obligations

Notwithstanding any other provision of this Agreement, nothing in this Agreement shall require or entitle either party to take any action or refrain from taking any action which is incompatible with SQA's statutory functions under the *Education (Scotland) Act 1996*. Furthermore, nothing in this Agreement shall limit SQA's right to grant, withhold or withdraw Approved Centre status or Specific Qualification Approval nor otherwise limit SQA's right to exercise its Statutory Power in such manner as it at any time deems appropriate.

6.3 Freedom of information

The Centre agrees that SQA may disclose to any third party any information held by or on behalf of SQA concerning the Centre or performance by the Centre of its obligations under this Agreement, save to the extent that such disclosure would result in a breach of Data Protection Law.

6.4 Transfer and sub-contracting

The Centre shall not, without the prior written consent of SQA, assign or sub-contract or in any other way make over to any third party any of its rights or obligations under this Agreement. Any act or omission of the Centre's subcontractor shall be deemed to be an act or omission of the Centre. SQA shall be entitled to assign or otherwise transfer its rights under this Agreement to any party entitled to exercise the Statutory Power by giving 5 days written notice to the Centre.

6.5 Waiver

No delay by any party in enforcing its respective rights will prejudice or restrict the rights of that party and no waiver of any such rights or of any breach of any contractual terms will be deemed to be a waiver of any other right or of any later breach.

6.6 Entire agreement

This Agreement contains the entire agreement between the parties and forms the only terms and conditions of the Agreement and supersedes all previous written or oral agreements relating to the subject matter.

6.7 Variation

This Agreement may be varied by SQA by giving 21 days written notice to the Centre of the variation required. In the event that the Centre does not agree to any variation required by SQA, it may terminate this Agreement by giving SQA written notice prior to the variation coming into effect. The Centre may vary this Agreement only on the written agreement of a duly authorised member of SQA's senior management team.

6.8 Notices

Any notice which either party is required or authorised by this Agreement to give or make shall:

6.8.1 be given or made either by hand delivery, post (in a prepaid letter), e-mail or facsimile transmission addressed to the recipient using the address noted at the head of this Agreement, or such other postal address and such e-mail address or fax number as may at the relevant time have been notified pursuant to this provision to the party giving the notice, or otherwise using such other contact details as the recipient may notify the sender of from time to time; and

6.8.2 be deemed for the purposes of this Agreement to have been given or made:

- on delivery (if delivered by hand);
- 3 days after posting (if sent by post and the sender and recipient are both either in the United Kingdom or the Republic of Ireland);
- 7 days after posting (if sent by post and the sender and recipient are not both either in the United Kingdom or the Republic of Ireland); and
- 4 hours after completion of transmission (if sent by facsimile or e-mail).

6.9 Disputes

In the event of any dispute or difference arising in connection with this Agreement, the parties shall promptly discuss the matter and attempt in good faith to resolve the dispute. If the dispute cannot be resolved within 14 days then it shall be referred to the parties' senior management who will attempt in good faith to resolve the dispute within a further 14 days, failing which either party shall be entitled to have the dispute referred to and determined by the courts.

6.10 Governing law and jurisdiction

This Agreement shall, in all respects, be construed and interpreted and shall receive effect in accordance with Scots law and the parties each submit to the exclusive jurisdiction of the Scottish Courts, except that either party may bring proceedings for an interdict, injunction or equivalent order in any jurisdiction.

IN WITNESS WHEREOF:

Signed for and on behalf of
SCOTTISH QUALIFICATIONS AUTHORITY
before the following witness:

Alistair Shaw
.....
SQA signs here

.....
Witness signs here

ALISTAIR SHAW
Name of signatory

.....
Full name of witness

HEAD OF INTERNATIONAL
Position

.....
Address of witness

**58 ROBERTSON STREET, GLASGOW, G2
8DQ**

06 Dec 2017
.....
Date

GLASGOW
Place

Signed for and on behalf of
Strategy First Institute before the following
witness:

[Signature]
.....
Centre signs here

[Signature]
.....

Witness signs here

Aung Chit Khin
.....
Name of signatory

Aung Kyaw Htay
.....

Full name of witness

Managing Director
.....
Position

68, Latha Township, Yangon, Myanmar
.....

Address of witness

5 December 2017
.....
Date

Pan Chan Tower, San Chaung Township, Yangon, Myanmar
.....
Place

This is the Schedule referred to in the foregoing Centre Operating Agreement 3023230 between Strategy First Institute

SCHEDULE

Operating Criteria

www.sqa.org.uk/qualityassurance

List of Charges (£GBP)

Description	Amount (£)
SQA HND entry fee	260
SQA centre approval (includes 1 SQA qualification)	2300
Remote qualification approval	750
Qualifications verification visit	2000
Qualifications verification activity not requiring a visit	800
Development visit as part of a verification visit	550
Stand-alone development visit	1950
Systems verification visit	2000
Verification evidence review activity resulting from a verification non-compliance	700



Addendum Reference
Number **STR006-060-17**
Completed by NCC Education

Addendum to Accredited Partner Centre Agreement reference number
STR006-152-16
between
NCC Education Limited

And

The Centre
ACK & Co. SERVICES COMPANY LIMITED

PREPARED BY:

Ameer Aziz BDM

NCC EDUCATION SDN BHD
C-7-4 Tower No. C
Wisma Goshen,
Plaza Pantai
No 5, Jalan 4/83A,
Off Jalan Pantai Baru,
59200 Kuala Lumpur
Malaysia

Tel: +603 2284 6299
Fax: +603 2284 6220
Email: ameer.aziz@nccedu.com

Dated: 15 November 2017

Addendum Agreement

1. This Agreement is an addendum to the Accredited Partner Centre Agreement ("Agreement STR006-152-16") between NCC Education Limited ("NCC Education") and ACK & Co. SERVICES COMPANY LIMITED, No 8, Ground Floor, Pan Chan Tower, Corner of Dhamma Zedi Road and Bargayar Road, Myaynigone, San Chaung Township, Yangon, Myanmar ("The Centre").
2. Unless otherwise defined in this Agreement, capitalised terms shall have the meanings ascribed to them in Agreement STR006-152-16.
3. After mutual discussion, NCC Education and The Centre have agreed that:

The Centre will apply to be accredited to deliver the NCC Education L4 Diploma in Business Information Technology/L4 Diploma in Computing and L5 Diploma in Business Information Technology/L5 Diploma in Computing programmes at No 8, Ground Floor, Pan Chan Tower, Corner of Dhamma Zedi Road and Bargayar Road, Myaynigone, San Chaung Township, Yangon, Myanmar.

The Programme Start Date is 1st November 2017

The scale of Fees are:

Description	Fee £	Comments
Centre Application (Accreditation) Fee	£300	This non-refundable fee is payable when the Centre submits the Accredited Partner Centre Application Form to NCC Education.

L4 Diploma in Business Information Technology / L4 Diploma in Computing (RQF)		
Fee type		Sum
Licence Fee (this total covers both qualifications)	Valid for and renewable at intervals of 12 months from date of Full Accreditation and for the duration of the Agreement	£500
Qualification Fees (per Candidate)	Candidate Qualification Fee per qualification	£300
	Candidate Unit Fee (charged where a Candidate registers for an individual unit of assessment)	£45
	Unit Resit Fee (charged where a Candidate resits an individual unit of assessment)	£30
	3 modules package price (for taking the additional three modules to complete the second qualification)	£120
Minimum Registration Numbers per Qualification (guaranteed by the Centre per Premise)		Numbers
• For first year – from Programme Start Date		15 Candidates
• For second year		20 Candidates
• For third and subsequent years		25 Candidates

L5 Diploma in Business Information Technology / L5 Diploma in Computing

(RQF)		
Fee type		Sum
Licence Fee (this total covers both qualifications)	Valid for and renewable at intervals of 12 months from date of Full Accreditation and for the duration of the Agreement	£500
Qualification Fees (per Candidate)	Candidate Qualification Fee per qualification	£360
	Candidate Unit Fee (charged where a Candidate registers for an individual unit of assessment)	£50
	Unit Resit Fee (charged where a Candidate resits an individual unit of assessment)	£50
	3 modules package price (for taking the additional three modules to complete the second qualification)	£120
Minimum Registration Numbers per Qualification (guaranteed by the Centre per Premise)		Numbers
• For first year – from Programme Start Date		15 Candidates
• For second year		20 Candidates
• For third and subsequent years		25 Candidates

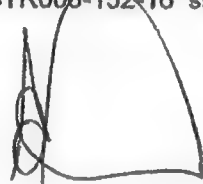
4. All other terms and conditions of Agreement STR006-152-16 shall remain in force.

Signed for and on behalf of NCC Education Ltd by:

Print Name:

Position within Company:

Date:


 ALLAN NORTON
 General Manager
 21/11/17

The Centre Name:

Ack & Co. Services Company Limited

Signed for and on behalf of The Centre by:

Print Name:

Position within Company:

Date:


 Aung Kyaw Htay
 Corporate Affairs Director
 20 November 2017

This Agreement commences 21st day of November 2017
 To be completed by NCC Education

No	Lecturer	Qualification
1	U Khine Min Wai	(a) Bachelor of Engineering (Civil)-Myanmar (2001) (b) Master of Business Administration (MBA)-Australia (2015) (c) Project Management Professional (PMP)-USA (2015) (d) Certified Quality Mark Manager, Building and Construction Authority (2014)
2	Ye Min Min Thane	(a) Master of Science in International Construction Management, Singapore (2005) (b) Bachelor of Engineering (Civil)-Myanmar (2001) (c) Certificate Project Management (CMP)-Singapore (2015) (d) Certificate on In-Depth Project Management (P6)-Singapore (2008) (e) Certificate on Refresher Structural Engineering course-Yangon (2003) (f) Certified Project Engineer (CPE), Singapore (2011) (g) Senior Member, Institute of Engineers, Singapore (2017) (h) Member, Project Management Institute, USA (2017) (i) Member, Myanmar Engineering Society, Myanmar (1995)
3	Saw Sandar	(a) B.E (Civil) (1995-2002) (b) M.E (Construction, Engineering and Infrastructure Management) Asian Institute of Technology, Thailand (2008 to 2010)
4	Ne Min Hein	(a) Bachelor of Engineering (Civil) -Myanmar (1987) (b) Master of Engineering (Civil) - Myanmar (1996) (c) Master of Science (International Construction Management)-Singapore (2005) (d) Master of Science (Sustainable building Design)-England (2014)
5	Tun Myint	(a) Master of Engineering Science (Project Management)-Australia (b) Master of Science (Environmental Engineering)-Singapore (c) Bachelor of Engineering (Civil)-Myanmar
6	Dr Ni Lar Win	(a) Bachelor of Engineering (Civil) -Myanmar (1981) (b) Post-graduate Diploma in hydrology-Belgium (c) Master of Science (Hydrology)- Belgium (d) Doctor of Philosophy (Applied Science)- Belgium (e) Postgraduate Certificate for Higher Education (PGCHE) -UK (f) Professional Engineer (Water Resources), Myanmar (g) Fellow of Higher Education Academy (FHEA), UK
7	Dr Toe Toe Win	(a) B.E.(Civil)-Myanmar,(1991) (b) Master In Construction Management- Philippines, (2000) (c) Ph.D (Civil-Structure),Myanmar- (2009)
8	Mr.Hans Michael Guelich	(a) REFA Qualification Work design, industrial organization and company development (b) Diploma: Bank Business Management Assistant Banker, Completed vocational training BFG Bank fuer Gemeinwirtschaft, today SEB Skandinaviska Enskilda Banken (SEB)
9	Dr.Diana Martinez	(a) Doctorate in Education,USA (2011-2014) (b) Master in Intercultural Communication, UK (2010-2011) (c) Bachelor in English Philology and Marketing (2006-2010)
10	Mr.David Van Brecht	(a) Certified Management Accountant (2014) (b) MSC. Financial Management, London (2005)

No	Lecturer	Qualification
		(c) Bachelor of Commerce, South Africa (1996) (D) TEFL Certificate , Bangkok (2008) (E) Certificate of Financial Planning , London (2006)
11	Irina Onyusheva Kazakhtan	(a) Ph.D in Economics (b) Doctor of Science,Honoris Causa of International Academy of Natural History (c) Full Professor of Regional Academy of Management (RAM, RK) (d) Professor of Russian Academy of natural History (RANH, RF) (e) Corresponding Member of Academy of pedagogical Sciences of Kazakhstan (APSK, RK) (f) Full Member (Academician) of International Informatization Academy (IIA)
12	Dr.Jean DAUTREY	(a) Juris Doctor (J.D), USA (1995) (b) Bar Examination: admitted as an attorney in the state of Connecticut. (1998) (c) MA in English and American Literature ,France (1983) (d) BA in English and American Civilization, France (1982) (e) Diploma in Finance and Accounting , France (1976)
13	Dr.Kate Hughes	(a) PhD Dissertation In Strategy and Supply Chain Management ,UK (2015) (b) Post Graduate Certificate in Academic Practice PGCAP , Scotland (2014) (c) Masters in Business Administration MBA , Austrial (2005) (d) Masters in Applied Science (Remote Sensing) MAppSci , Asustrial (1997) (e) Bachelor of Science 1st Class Honours, BSc (Hons 1) -Australia (1991)
14	Kittichok Nithisathian	(a) Ph.D in Management Science, Shinawatra University (2010-2013) (b) Grad. Cert. in China in the world Economy, Rangsit university (2005-2005) (c) M.com in Marketing (2002-2003) (d) M.com in Management of Technology (2002-2003) (e) Mini MBA in Marketing (2001-2001) (f) BBA.in General Management (Honor), (1996-2000) (g) Cert. of Vocational School in Accounting, (1993-1996)
15	Kristian Luciani	(a) Executive Education Program: Revenue Management for Hotel Industry,Thailand (2012) (b) Master in Business Administration , USA (2005) (c) Beachelor of Commerce and Finance
16	Mr.Lee kornowski	(a) Bachelor of Science ,USA (1986-1990) (b) Master of Business Administration , USA (1999-2000) (c) Thai Studies Certificate, Thailand (2003-2004) (d) Master of Arts in international Relations (2009-2014)
17	Mark Rendon	(a) Juris Doctor , Law, (International Business Transactions), USA (1985) (b) BS, Business (International Business, Languages Major), USA (1981)
18	Dr Martin Goerlich	(a) Doctor of Business Administration ,UK (2010) (b) Master of Business Adminstration ,UK (2010) (c) Master of Art in international Business Administration, UK (2005) (d) Asia Management Assiatant (Equivalent BA Hons) , Garmany (2004)
19	Ph.D.Scott Roach	(a) Ph.D Business Administration (Marketing) , USA (1996) (b) Masters of Business Administration, USA (1987) (c) Bachelor of Science , USA (1975)
20	Mr.Sutatt Ramasoot	(a) B.A In Accounting -Faculty of Accountancy and Commerce (Chulalongkorn University)

No	Lecturer	Qualification
		(b) MBA.in Finance and Marketing (University of Massachulets, Lowell,U.S.A)
21	Asst.Prof.Dr.William P.Wall	(a) Doctor of Philosophy in International Business Management , Thailand (2009) (b) Master of Arts in English for International Communication , Thailand (2006) (c) Accredited English Teacher (TESOL) Certification , Canada (2001) (d) Bachelor of Arts in Biology-Premedical , USA (1976) (e) Associate of Arts in Biology-Premedical , USA (1972)
22	Dr.Henry Wong	(a) Doctorate Degree (Part time) Completed, Australia (2012-2016) (b) Bachelor of Commerce (2nd Upper Class Honours) (1996-1997) (c) Bachelor of Commerce, Australia (1994-1996)
23	Ong Slow Peng Daniel	(a) MBA from the University of Manchester (2014) (b) Bachelor of Accountancy, National University of Singapore (1981), Chartered Accountant (c) Post Graduate Certificate In Learning, Teaching and Assessing-UWIC, Cardiff, 2010
24	Peh Ah Soon, Elson	(a) BSc in Computing , UK (2004) (b) MSc (International Marketing),UK (1992)
25	Dr Lim Yew Ban	(a) Doctor of Philosophy in Business and Management ,Australia (1998) (b) Master of Business In information Technology, Australia (1991) (c) Bachelor of Engineering (Electrical) ,Singapore (1985) (d) Business Continuity Certified Expert (BCCE) (e) Associate Business Continuity Professional (ABCP) (f) Advanced Certificate in Training and Assessment (ACTA)
26	Dr.Lim Chai Hwa	(a) Doctor of Business Administration, Candidate (UK) (2017) (b) Master in Education , Australia (2005-2009) (c) Master of Information Technology Management , Australia (2001-2002) (d) BSc Computer Engineering ,USA (1982-1985) (e) General Certification of Education (GCEA' Level) ,Singapore,(1980-1981) (f) Malaysia Certificate of Education (GCE O' Level) Malaysia (1975-1979) (g) Advance Certificate in Training & Assessment (ACTA), Singapore (2010) (h) Certified Lean Six Sigma Yellow Belt, USA (2018) (i) Postgraduate Certificate in Learning and Teaching for Higher Education ,Singapore (2008)
27	Dr.wong Kim Sing (Shawn)	(a) Doctor of Business Administration (DBA) (2002-2007) (b) Master of Business Adminstration (MBA) ,UK (1994-1996) (c) Graduate Diploma in E-Commerce Marketing , Singapore (2000-2001) (d) Diploma In Marketing, UK (1992-1994) (f) Chartered Marketer , UK, (2007-2017) (g) Full Membership (MCIM), UK (1995-2017)
28	Yang Xiaoli	(a) EdD Candidate , UK (2016) (b) ACTA Version 4.0 (c) Masters of Education (UK) 2009-2014 (d) Bachelor of Accountancy, Singapore (2000-2003) (f) GCE' A' Level Certificate With 2 Special Papers in Economics and Mathematics C
29	Dr. Sein Min	(a) B.com., M.com. (Rangoon), Ph.D.(Germany), SDALT (Singapore).

ACK & Co Services Co., Ltd - Strategy First တွင်သင်ကြားနေသော ဆရာ
များမှာအောက်ပါအတိုင်းဖြစ်ပါသည်။

No	Lecturer
1	Khine Min Wai
2	Ye Min Min Thane
3	Saw Sandar
4	Ne Min Hein
5	Tun Myint
6	Dr Ni Lar Win
7	Dr Toe Toe Win
8	Mr.Hans Michael Guelich
9	Dr.Diana Martinez
10	Mr.David Van Brecht
11	Irina Onyusheva Kazakhtan
12	Dr.Jean DAUTREY
13	Dr.Kate Hughes
14	Kittichok Nithisathian
15	Kristian Luciani
16	Mr.Lee kornowski
17	Mark Rendon
18	Dr Martin Goerlich
19	Ph.D.Scott Roach
20	Mr.Sutatt Ramasoot
21	Asst.Prof.Dr.William P.Wall
22	Dr.Henry Wong
23	Ong Slow Peng Daniel
24	Peh Ah Soon, Elson
25	Dr Lim Yew Ban
26	Lim Chai Hwa
27	Dr.wong Kim Sing (Shawn)
28	Yang Xiaoqi
29	Dr. Sein Min

Khine Min Wai

B.E(Civil), MBA, PMP, MIEAust

A: Ahlone, Yangon | M:+95 09 781879085 | E: khine.minwai@yahoo.com | LinkedIn

Project Management Professional

Experienced and qualified Project Management Professional with a project management career spanning over 13 years in Civil and residential / commercial building construction sectors in both Myanmar and Singapore. Proven track record in leading high-performing teams across projects in line with all requirements and schedules. Excellent communication and language skills in both English and Myanmar.

KEY QUALIFICATIONS

- Master of Business Administration (MBA), Murdoch University, Australia 2015
- Bachelor of Engineering (Civil), Yangon Technological University, Yangon, Myanmar 2001
- Project Management Professional (PMP), Project Management Institute, USA 2015
- Certified Quality Mark Manager, Building and Construction Authority, Singapore 2014

EMPLOYMENT SUMMARY SNAPSHOT

2017 - Present	Project Director – Dagon International Co., Ltd., Myanmar
2011 - 2016	Corporate QA/QC Manager / Senior Engineer (QA/QC)- Shimizu Corporation, Singapore
2009 - 2011	QA / QC Engineer - Woh Hup Pte Ltd, Singapore
2009 - 2009	Project QA / QC Engineer - Gammon Pte Ltd, Singapore
2007 - 2009	QA / QC Engineer - Woh Hup Pte Ltd, Singapore
2005 - 2007	Project Engineer / Project Executive - Ley Choon Construction & Engineering, Singapore
2004 - 2005	Private Tutor - Myanmar
2002 - 2004	Civil Engineer - Department of Hydroelectric Power, Myanmar

WORK EXPERIENCE

AGON INTERNATIONAL, MYANMAR

Project Director

Jan 2017 – Present

Project Snapshot:

- Agrifirst Fertilizer Plant (\$8M USD) - Myanmar: Fertilizer Project consisting of warehouse, two-storey office and ancillary works. Floor Area- 16,000 sqm.
- Da Nyin Gone Fruits and Vegetables Wholesale Market (\$90 M USD)- Myanmar: Agriculture exchange consisting of open air market buildings, cold storage, shopping mall and shop houses. (83 Acres)

Duties:

- Led and managed all aspects of construction such as progress, quality and safety as well as cost control.
- Communicated with the Client's representatives continuously regarding Project Progress and areas of concern.
- Proposed in-house Project Management procedure to comply with Contract requirements and Client's procedures.
- Established and maintained specific project procedures for Design/Construction Supervision Management (as applicable).
- Identified priorities and tasks and develop the organization structure to assure execution of tasks, by providing clear direction on methods, time frame and schedule to achieve the stated goals.
- Attended and participated in Executive meetings and progress meetings.

- Monitored performance to assure successful delivery of the Key Performance Indicators and client contractual requirements.
- Led the Project Management staff in assessing variations and claims and report the technical position of the proposed variation to the Client.
- Advised the Client and Management of any foreseen slippage of progress and propose corrective actions.
- Reviewed weekly and monthly reports as presented by Design/Supervision Consultant(s) and Contractor and present to the Client comments of non-compliance, and/or area of concern and corrective actions.
- Liaised and negotiated with clients, consultants, subcontractors, suppliers and government authorities.
- Set up in-house project management procedures, monitor processes and improve the processes.
- Guided the procurement team on procurement of materials and subcontractors.
- Led Value Engineering processes to ensure better performance related to cost, quality and progress.
- Represented company in various international functions, seminars and workshops.

SHIMIZU CORPORATION, SINGAPORE

Corporate Manager (QA/QC)

Jul 2013 - Jan 2016

Senior Engineer(QA/QC)

Aug 2011 - Jul 2013

Project Snapshot:

- ✓ **Ardmore Residence Condominium Project (\$93M AUD) - Singapore:** Residential Building, 36 Stories, Floor Area - 17,178 (sqm), 58 units. Won Construction Excellence Award.
- **National Heart Centre Hospital Project (\$260M AUD) - Singapore:** 9-storey hospital building with 3 basements. Floor Area- 48,000 (sqm). Won Construction Excellence Award and quality bonus of \$2m AUD from clients.
- **Urban Suites Condominium Project (\$106M AUD) - Singapore:** Residential Building, 20 stories, Floor Area- 26,689(sqm), 165 units. Won Quality Bonus of \$250K from clients.

Duties:

- Led, managed, supervised and coordinated project teams in line with all project specifications, guidelines, controls and timelines.
- Participated and led cross-functional teams to achieve project targets.
- Monitored and updated project performances in relation to quality, safety and progress.
- Led project teams to achieve quality and progress by improving project processes and internal controls.
- Developed and implemented strategies and systems relating to QA/QC and carried out on site inspections. Liaised closely with clients, government departments, subcontractors, suppliers and other internal departments. Provided in depth project updates along with technical advice and guidance as requested.
- ✓ Provided contract administration support to projects, which included minutes taking, taking part in preparation and administration of tender documents, invoicing for defect projects etc.
- Adhered to and promoted all statutory and regulatory aspects of OHS&E across projects.
- Created, developed, compiled and updated detailed monthly project reports for senior management teams.
- Led defect rectification teams of occupied buildings.
- Verified claims related to defect rectification works.

GAMMON PTE LTD, SINGAPORE

Project QA / QC Engineer

Apr 2009 - Dec 2009

Project Snapshot:

- **Institute of Technical Education (ITE College West) (\$270M AUD) - Singapore:** Technical School with 7 blocks of building, 4-10 Stories. Floor Area - 114,480 sqm.

Duties:

- Conducted Quality Inspections before handing over to the clients.
- Liaised with sub-contractors, clients and consultants.
- Implemented site-based Quality Management System.

WOH HUP PTE LTD, SINGAPORE

QA / QC Engineer

Jan 2007- Apr 2009 / Jan 2010 - Mar 2011

Project Snapshot:

- **Holland Residences Condominium Project (\$75M AUD) - Singapore.** Residential Building, 5 blocks of 5-storey buildings, Total Floor Area-10, 600 sqm, 83 units. Won Construction Excellence Award.
- **The Seafront on Meyer Condominium Project (\$329M AUD)- Singapore.** Residential Building, 3 blocks of 24-storey buildings, Floor Area - 18,741 sqm, 327 units. Won Construction Excellence Award for Quality.
- **The Blossoms @ Woodleigh Condominium Project (\$43M AUD) - Singapore.** Residential Building. 2 blocks of 15-storey buildings, Floor Area- 55,178 sqm, 240 units. Won Construction Excellence Award for Quality.

Duties:

- Managed and coordinated all functions of Quality Control/Quality Assurance, Occupational Health and Safety, Project Planning and coordination of works across various projects.
- Developed and implemented site specific procedures and carried out internal/external auditing of Quality and Safety Management Systems. Took actions to update as required across operations.
- Prepared work programs for Building Finishing Teams.
- Conducted Good Practice Trainings on Structural and Architectural works.

Y CHOON CONSTRUCTION AND ENGINEERING PTE LTD, Singapore

Project Engineer/ Project Executive

Oct 2005 – Jan 2007

Project Snapshot:

- **Project 1050262: Laying of 5km NEWater Pipeline and Associated Road Re-Surfacing Work from Science Park to Depot Road (\$5M AUD) - Singapore.**

Duties:

- Assisted the Project Manager for Safety, Quality and timely completion of the projects.
- Prepared cost base line and budgets based on master construction program.
- Prepared and verified monthly progress claims with reference to the progress and contract specifications.
- Prepared daily and weekly work program and forecast.
- Assisted in procurement by monitoring the material delivery and actual usage.

FURTHER TRAININGS

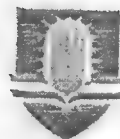
- Building Construction Supervisors Safety Course
- Workshop on FIDIC Contract Management
- Underground Structures
- Structural Engineering Failures
- Lead QMS Auditor Course
- Building Construction Supervisors Safety Course
- Corrosion of Steel in Concrete & Concrete Defects and Structural Inspections & Repair Techniques
- Good Industry Practices - Marble / Granite / Ceramic Tiling, Painting, Aluminum, Waterproofing for Internal Wet Areas, Timber Floor

LANGUAGES

- English (Very Good User) (IELTS Band-8, Feb 2011)/ (TOEFL-663, TWE-5.5) (May 2009)
- Myanmar (Native)

AFFILIATIONS

- Project Management Institute (PMI) [4170463]
- Engineers Australia (EA) [3995605]



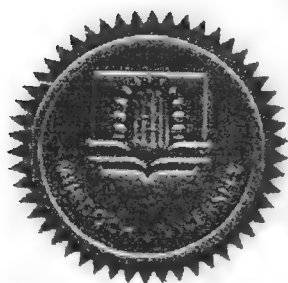
Murdoch
UNIVERSITY



Khine Min Wai

Having fulfilled all requirements
of the Statutes and Regulations has this day been awarded the

Master of Business Administration



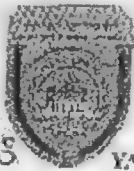
Conferred at Murdoch University,
Perth, Western Australia,
on the Thirtieth day of February 2015

CHANCELLOR

VICE-CHANCELLOR



Perth 10/2/15



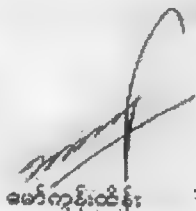
ရန်ကုန်နည်းပညာတက္ကသိုလ် YANGON TECHNOLOGICAL UNIVERSITY

အင်ဂျင်နီယာဘွဲ့
Bachelor of Engineering

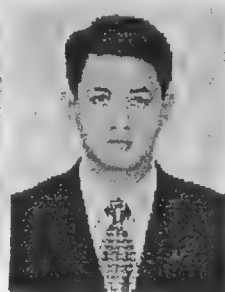
ဦးညွှန်းစိန်ဝင်း သား/သမီး စိန်မင်းဝင်းဝင်း အား
အင်ဂျင်နီယာဘွဲ့ (ငြိမ်းမြတ်)
ကို အပ်နှံချီးမြှင့်လိုက်သည်။

The degree of Bachelor of Engineering (Civil)
is awarded to
Mawng Khine Nir Winson daughter of U Nyunt Mawng

အမျိုးသားစာရင်းစဉ်ကိန်း (National Registration Number) 51.52.53.54.55.56.57.58.59.60
ဘွဲ့ရမှတ်ပုံတင်ကိန်း (Graduate Registration Number) 11111


စာရင်းစဉ်ကိန်း
ရန်ကုန်နည်းပညာတက္ကသိုလ်

Registrar
Yangon Technological University




ဗိမ္ဗူသိက္ခာချုပ်
ရန်ကုန်နည်းပညာတက္ကသိုလ်

Rector
Yangon Technological University

ရန်ကုန်မြို့ ၂၀၀၁ ခု ဧပြီလ ၁၇ ရက်
Yangon, ၂၀၀၁

Project Management Institute

THIS IS TO CERTIFY THAT

Khine Min Wai

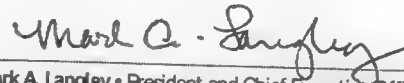
HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE



Ricardo Triana • Chair, Board of Directors



Mark A. Langley • President and Chief Executive Officer

PMP® Number 1846400

PMP® Original Grant Date 08 September 2015

PMP® Expiration Date 07 September 2018



D3K7- CPM Master of Science in Construction Project Management

Semester	Subject Code	Subject Title	Lecturer
1	D31PT	Project Management: Theory and Practice	Khine Min Wai
1	D31VR	Value and Risk Management	Ye Min Min Thein
1	D31PZ	Contracts and Procurement	Saw Sandar
2	D31PS	Project Management: Strategic issues	Ne Min Hein
2	D31CG	Construction Financial Management	Tun Myat
2	D31PO	People and Organization Management in the Built Environment	Khine Min Wai
	D31RZ	Research Dissertation (CPMQS)	All lecturers involved
1	D21EH	Environmental Hydrology and Water Resources	Dr Ni Lar Win
1	D39TA	Construction Technology	Dr Toe Toe Win

Name: Ye Min Min THANE

Designation: Planning Manager

Nationality: Singaporean

Age: 42



Qualifications: Master of Science in International Construction Management, Nanyang Technological University, Singapore (2005)
Bachelor of Engineering (Civil), Yangon Technological University, Yangon, Myanmar (2001)
Certificate in Project Management (CPM), Temasek Polytechnic, Singapore (2010)
Certificate on In-Depth Project Management (P6), Primavera University, Crown Systems (S) Pte Ltd, Singapore (2008)
Certificate on Refresher Structural Engineering Course, Yangon Technological University, Yangon, Myanmar (2003)
Certified Project Engineer (CPE), Singapore (2011)
Senior Member, Institute of Engineers, Singapore (2017)
Member, Project Management Institute, USA (2017)
Member, Myanmar Engineering Society, Myanmar (1995)

Profile:

Ye Min Min Thane (Min Min) is currently working as a Planning Manager in more than US\$450 million retail, hotel, offices and luxury apartments mix-used commercial development Yoma Central Project, Yangon, Myanmar since August 2015. Min Min is a part-time volunteer trainer / guest speaker for sharing his knowledge with fellow engineers and young engineers in Myanmar.

Min Min has over 15 years' experience gained in the Myanmar, Singapore and Hong Kong construction industries. Upon arrival in Singapore, he targeted planning as his preferred direction. Within this planning profession, Min Min has participated on multimillion dollar international tenders, such as underground rail infrastructure, public and private housing, commercial and hospital projects from Singapore, Malaysia, Hong Kong and UAE. Min Min has been involved in many construction related activities and their implementations as well. Min Min worked at multinational companies, such as Sembawang Engineers and Constructors Pte. Ltd., and Leighton Contractors (Asia) Limited (Singapore Branch) especially for Singapore Underground Rail Infrastructure projects. His selected experience was as a Trainer for Primavera® training for 2 years.

Experience:

01 Aug 2015 – Date

Planning Manager at SPA Design and Project Management Pte Ltd., Yangon, Myanmar.

Yoma Central mixed-use development with two Grade A office buildings, two hotels – one a business hotel, the other a Peninsula Hotel – and a branded residence, which will be Peninsula Residence which will be seamlessly connected by a retail complex. A big part of the project will be the heritage conservation of the Myanmar Railway building, which will be turned into the Peninsula Hotel. The whole project, excluding Peninsula, will be around US\$700 million. It's a four year project, so we are looking for completion by 2021

Duties:

- Prepare and submit a baseline programme together with programming plan using Primavera® version 8.3;
- Project Management experiences across a range of disciplines, contract and procurement routes
- working out master program, contractual key dates, sequence of work, cost and resource balance, create, maintain review and administer construction schedules and plans. To discuss the progress of the project and address any issues that arise. Programming is highly specialized work. Communication is important to get common understanding among all team players. When it comes to evaluate the Contractor's programme, the planning manager must be able to present his works in a clear, concise and understandable terms to his bosses as well as co-workers.

03 Mar 2014 – 04 Jul 2015 Principal Engineer – Planning at Leighton Contractors (Asia) Limited (Singapore Branch)

S\$383 million T208 Construction of Springleaf Station and Tunnels for Thomson East Coast Line

Duties:

- Prepare and submit a baseline programme together with programming plan and get approval from Authority using Primavera® version 8.3;

- Update actual performance data, analysed the schedule and highlighted possible delays;
- Prepare and submit daily, weekly and monthly progress reports to the Top Management, Client and Consultants;
- Assist method statements and technical documents when necessary,
- Coordinate and liaise with Construction Managers, Site Teams, and Subcontractors to plan and monitor the status and progress of the construction works in order to ensure that the Project is on track.
- Prepare detailed programme for critical activities, recovery programme to catch up the delay and claim programme in order to substantiate claims when necessary.

01 Oct 2007 – 21 Feb 2014 Sembawang Engineers and Constructors Pte. Ltd.,
Singapore

Jul 2012 – Feb 2014 Assistant Manager - Planning

Engineering & Estimating Department, Head Office.

Below S\$100 million Tender projects were:

- S\$40 million Design & Build Contract for Proposed Retention Pond, Associated Drainage and Backfilling Works at Singapore Changi Airport, Singapore
- S\$85 million Construction of 12-storey office block and 11-storey carpark including A&A to existing office block at Depot Road, DSTA Singapore
- S\$99.8 million Improvement to Bukit Timah First Diversion Canal, Singapore

S\$100~200 million Tender projects were:

- S\$149 million Build Only Contract for T218 Construction of Orchard Boulevard Station for Thomson Line

S\$200~300 million Tender projects were:

- S\$200 million Proposed 10-Storey Yishun Community Hospital involving 2 Inpatient Tower Blocks (428 beds) and 1 Geriatric Research Centre Tower with 2 Basements, Singapore
- S\$207 million Proposed Construction of an Offshore Containment Bund Off Tuas View, MPA Singapore
- S\$289 million Contract 1108 Kai Tak Station and associated tunnels, Shatin to Central Link, Hong Kong
- S\$237 million Design & Build Contract for T215 Construction of Mount Pleasant Station and Tunnels for Thomson Line

Above S\$500 million Tender projects were:

- S\$1 billion Contract 2 Liantang / Heung Yuen Wai Boundary Control Point Site Formation and Infrastructure Works, Hong Kong

Feb - Jul 2012 Principal Engineer - Planning

S\$378 million Downtown Line 2 C919 – Design and Construction of Stations and Tunnels at Botanic Gardens and Stevens, Singapore.

Duties:

- prepare and submit revised/recovery/detail/CIP [Coordinated Installation Programme] programme using Primavera® software, weekly and monthly progress reports, and PowerPoint® presentations as per requirements;
- prepare and submit cost and progress S-curves;
- assist the Project Director and Project Management Team, and
- update actual performance data and analyse the scheduled and highlight possible delays.

2008 – 2012 Principal Engineer - Planning

Bids & Submissions Department, Head Office.

Below S\$100 million Tender projects were:

- S\$20.9 million Changi Water Reclamation Plant Expansion Digester #6, Singapore
- S\$93 million Downtown Line Stage 3 Contract 923A Bored Tunnels Construction between Tampines East and Upper Changi Underground Stations, Singapore

S\$100~200 million Tender projects were:

- S\$107 million Housing Development Board Building Works at Kallang Whampoa C20C (Total 861 dwelling units), Singapore
- S\$136 million Brunei International Airport Expansion and Renovation Works, Brunei
- S\$190 million Tuas West Line Extension Contract 1688 Construction of above ground station EW30 and viaducts, Singapore
- S\$199.8 million Downtown Line Stage 3 Contract 932 Mattar Underground Station and Associated Bored Tunnels, Singapore
- S\$171 million Downtown Line Stage 3 Contract 935 Sungei Road Underground Station & Associated Bored Tunnels, Singapore
- S\$170 million NEWater Infrastructure Plan Extension (NIPE) Contract C4 Design and Construction of 6 m diameter bored tunnel with two 2.2 m and two 1.2 m diameter pipelines from Jurong Island to Gul Road/Pioneer Road Junction, Singapore
- S\$161 million Erection and Completion of Proposed 2-storey Cruise Terminal Building and 3-storey Car Park on Completed Marine Deck at Marina Coastal Drive, Singapore
- S\$140 million Proposed Common Services Tunnel Phase 3B at Downtown Marina Bay (MC02), Singapore
- S\$184 million Proposed Common Services Tunnel Phase 3B at Downtown Marina Bay (MC01), Singapore
- S\$ 190 million Two 35 MW Coal-fired Power Plant at Tonasa, Bungoro District, South Sulawesi Province, Indonesia

S\$200~300 million Tender projects were:

- S\$300 million Academic Building Construction of Singapore University of Technology and Design (SUTD), Singapore
- US\$250 million Energy City Qatar is a corporate office centre (GFA 100,511 m2) that will include leasable office space, build to suite operation offices, commercial banking operations with trading floor, program amenities for tenants, Qatar
- S\$211 million Downtown Line Stage 3 Contract 929A Bored Tunnels between Ubi & Kaki Bukit Stations, Singapore
- S\$255 million Downtown Line Stage 3 Contract 937 River Valley Underground Station and Bored Tunnels, Singapore
- S\$257 million Downtown Line Stage 3 Contract 923 Upper Changi Underground Station and Tunnels, Singapore
- S\$270 million Proposed Connexion – Farrer Park Hospital an integrated 6-storey podium and two 20-storey Mixed Development Consisting of 220-bed Hospital, Hotel and Medical Consulting Clinics at Race Course Road, Singapore

S\$300~400 million Tender projects were:

- S\$320 million SPPG Contract NS3 North South Transmission Cable Tunnel, Singapore
- S\$350 million 20-storey including 2-basement National University Hospital Medical Centre (NUHMC) on top of Kent Ridge MRT Station, Singapore
- S\$361 million Main Contract Works for Proposed 14-storey Mount Elizabeth Novena Hospital (333 patient beds) and Medical Consulting Suites (250 physician suites) with two Basements at Novena Terrace/Irrawaddy Road, Singapore
- S\$378 million Downtown Line Stage 2 Contract 919 Design and Construction of Underground Stations and Tunnels at Botanic Gardens and Stevens, Singapore
- S\$358 million Downtown Line Stage 2 Contract 918 Design and Construction of Underground Station at Duchess and Tunnels, Singapore

- S\$340 million Downtown Line Stage 2 Contract 916 Design and Construction of Beauty World Underground Station and Tunnels, Singapore

S\$400~500 million Tender projects were:

- S\$419 million Resorts World Sentosa Contract MC06 Proposed Construction, Completion and Maintenance for Basement and Main Building Works for Equarius Hotel, ESPA, Beach Villas, Marine Life Park and Water Theme Park at West Zone, Singapore

Above S\$500 million Tender projects were:

- S\$598 million construction and completion of 8-Storey Specialist Outpatient Clinics, 16-Storey including 4-Storey Podium Ng Teng Fong General Hospital (700-bed), and 9-Storey Jurong Community Hospital (400-bed), Singapore

Duties:

- prepared and submitted tender programmes as per requirements using Primavera® version 6.1;
- prepared method statements, technical documents and PowerPoint® presentations for involved tender projects;
- prepared and submitted cost-loaded tender programmes accompanied by S-curves, reports generated by Primavera® version 6.1 as per tender documents;
- assisted Bid Captains and worked closely with all disciplines to achieved tender submission deadlines, and
- supervised drafters preparing construction sequences of tendered projects.

2007 – 2008 Senior Engineer - Planning

S\$250 million Resorts World at Sentosa – Substructure Contract FC07, Singapore.

Duties:

- created and revised the baseline programme as per requirements using Primavera® version 6.1;
- updated actual performance data, analysed the schedule and highlighted possible delays;
- prepared and submitted daily, weekly and monthly progress reports to the Client and Consultants;
- prepared method statements and technical documents, and
- assisted the Project Manager.

2005 – 2007 Project Consultant at Crown Systems (S) Pte Ltd, Singapore

Projects:

- S\$74.85 million Changi Water Reclamation Plant Contract C4A (the construction of two non-process buildings, an Electrical Building and a Maintenance and Operations Building, which form part of the Changi Water Reclamation Plant, which is the sewerage processing part of Singapore's new and advanced Deep Tunnel Sewer System) for Singapore Piling Civil Engineering Pte Ltd, Singapore
- Changi Water Reclamation Plant Contract EP7 (supply, installation and commissioning the **thickening and dewatering centrifuges**) for Metax Engineering Corporation Ltd, Singapore
- S\$25 million Changi Water Reclamation Plant Contract C5A (Supply, design, installation, testing and commissioning of Facilities Control and Monitoring System) for CNA Group Ltd, Singapore
- Alteration-and-addition Works for Contract C1261D (installation of lifts for disabled persons in existing underground MRT stations) for Master Contracts, Singapore
- P06007 Dung Quat Refinery Project for Veolia, Vietnam
- Marina Bay Sands Integrated Resort Project-Contract P2250 for Sambo Piling, Singapore.
- Marina Bay Sands Integrated Resort Project-Contract P2220 for L&M Foundation Specialist Pte Ltd, Singapore.

Duties:

- created a baseline programme, then revised that programme according to variations
- updated the Primavera Project Planner® (P3) programme periodically with actual performance data from the project team and submitted written narrative reports, 3-month rolling programme and S-curve accompanied by reports generated by the Primavera® software as per requirements of the Clients and Consultants;
- analysed the schedule and advise the project managers of possible delays and attended weekly and monthly progress meetings with the Project Managers;
- coordinated with the project teams and prepared programmes for extensions of time, and
- conducted Primavera® training for Clients.

2005

Project Engineer at Geols Pte Ltd, Singapore

Projects:

- S\$375 million Circle Line Project Stage 2, Contract C823 (design-and-build works for 3 underground stations: Stadium Station, Paya Lebar Interchange Station, and Nicoll Highway Station including a 2.5km twin bored tunnel) for Lum Chang Holdings Ltd, Singapore
- Kallang Paya Lebar Expressway (KPE) Contract 422 (From Nicoll Highway to PIE) for Sembcorp-Daewoo Joint Ventures, Singapore.

Duties:

- prepared and submitted daily monitoring reports, and weekly geotechnical instrumentation reports to the Land Transport Authority;
- handled and solved problems from the main contractor and Client at regular meetings, and
- supervised the site team and settled their problems.

2003 – 2004 Part-time Quantity Surveyor at Sterling Engineering Pte Ltd, Singapore

2-storey Detached Dwelling House Projects, Singapore

Duties:

- took-off steel quantities from tender drawings;
- estimated costs for tenders, and
- prepared and claimed monthly invoices to the Clients.

2001 – 2003 Site Engineer at Thu Kha Construction Group Co. Ltd, Myanmar

2-storey Detached Dwelling House Projects, FMI city, Hlaing Thar Yar, Myanmar.

Duties:

- supervised labours;
- prepared construction sequences, and
- liaise with clients to satisfy their needs and requirements

References: Tan Liang Seng

Executive Director

Koh Brothers Building & Civil Engineering Contractor (Pte) Ltd

Mobile: +65 9109 3366

tanls@kohbrothers.com

www.kohbrothers.com

Brandon Lye

Director, PwC

PricewaterhouseCoopers Advisory Services Pte Ltd.

Mobile: +65 9745 0430

Brandon.ys.lye@.sg.pwc.com

www.pwc.com/sg

Vijaya Kumar Durgam

Technical Director

Crown Systems (S) Pte Ltd

Mobile: +65 9238 9437

vijaya.durgam@crownsys.com.sg

www.crownsys.com.sg

Mobile: +95 9 5181660
Email: yeminthane@gmail.com



Ye Min Min THANE, CPE
Certified Project Engineer (CPE), Singapore
Senior Member, Institute of Engineers, Singapore
Member, Project Management Institute, USA

Ye Min Min Thane, CPE, BE(Civil), YTU, Yangon, Myanmar, M.Sc(International Construction Management), NTU, Singapore.

- Over 15 years' experience gained in the Myanmar, Singapore and Hong Kong construction industry[ies].
- As planning profession, Min Min has participated on multimillion international tenders, such as underground rail infrastructure, public and private housing, commercial and hospital projects aboard.
- Currently working as a Planning Manager in more than US\$450 million retail, hotel, offices and luxury apartments mix-used commercial development Yoma Central Project, Yangon, Myanmar since August 2015.

Selected Experience as a Trainer of Primavera® training for 2 years

[illegible]

Type	Country Code	Passport No
PA	SGP	E3957364B
Name		

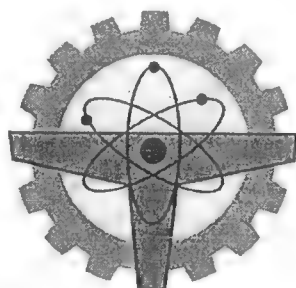


Sex	Nationality
M	SINGAPORE CITIZEN
Date of birth	Place of birth
04 JUN 1975	MYANMAR
Date of issue	Date of expiry
20 JUN 2013	05 FEB 2019
Modifications	Authority
SEE PAGE 2	MINISTRY OF HOME AFFAIRS
National ID No	
S7585456J	

E3957364B0SGP7506040M1902053S7585456J<<<<94

The Institution Of Engineers Singapore

Established



1966

This is to certify that

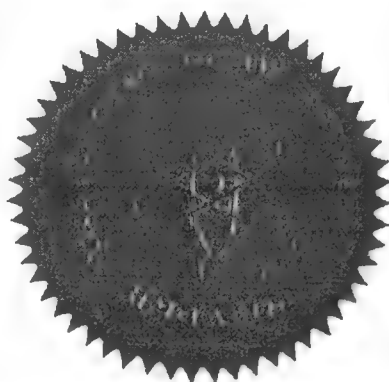
YE MIN MIN THANE

Membership No: **2008-0254**

was elected

MEMBER

on the **14th** day of **NOVEMBER 2008**



.....
Er. Lee Bee Wah

President

.....
Er. Chong Kee Sen

Honorary Secretary

Dated this 14th day of November 2008

PRIMAVERA[®]

UNIVERSITY

We Hereby Certify that

Ye Min Min Thane

Has Successfully Completed
Primavera University Course

106-P – In-Depth Project Management (P6[®])



Lou Troilo

Manager of Training ◊ Lou Troilo

Goh Lee Howe

Director of Training ◊ Goh Lee Howe ◊ Crown Systems

18 & 19 Sep 08

Date

Certificate No. Crown/P3/142408

၁၇၀



ရန်ကုန်နည်းပညာတက္ကသိုလ်

YANGON TECHNOLOGICAL UNIVERSITY

အင်ဂျင်နီယာဘွဲ့
Bachelor of Engineering

ဦး ဇင် စေသိမ်းလှ ၏ သား/သမီး ရောင် ရဲ့ မင်းမင်းသိမ်းလှအား
အင်ဂျင်နီယာဘွဲ့ (.....မြို့ပြ.....)
ကို အပ်နှံချီးမြှင့်လိုက်သည်။

JUL 2001

The degree of Bachelor of Engineering (.....Civil.....)
is awarded to
Maung Ye Min Min Thare son/daughter of ... U Tin Wai Thare ...

အမျိုးသားမှတ်ပုံတင်အမှတ် (National Registration Number) 12/Ma Ye Ka (Maing) 000253
ဘွဲ့ရမှတ်ပုံတင်အမှတ် (Graduate Registration Number) 18601

မော်ကွန်းထိန်း
ရန်ကုန်နည်းပညာတက္ကသိုလ်
Registrar

Yangon Technological University



ပါမောက္ခချုပ်
ရန်ကုန်နည်းပညာတက္ကသိုလ်
Rector

Yangon Technological University

ရန်ကုန်မြို့ ၂၀၀၁ နိုဝင်ဘာ ၁၇ ရက်
Yangon, 17 NOV 2001

Nanyang Technological University

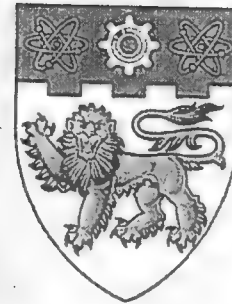
Republic of Singapore

Degree of Master of Science
(International Construction Management)

It is hereby certified that

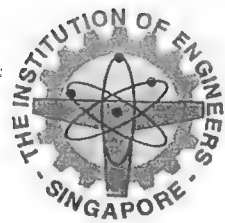
Ye Min Min Thane

having satisfied the requirements prescribed by Statute,
was admitted to the Degree of Master of Science
(International Construction Management) on *25 February 2005*.




President


Registrar



TEMASEK
POLYTECHNIC

It is hereby certified that

Ye Min Min Thane

*having satisfied the requirements of the course of study
and successfully completed the prescribed examination*

has been awarded the

**Professional Certificate in
Project Management**

on

31st August 2010

Chairman
IESA Management Board

Director
Professional Development Centre



**THE INSTITUTION OF ENGINEERS,
SINGAPORE**

Certified Project Engineer

Registration Certificate

Ye Min Min Thane

Is hereby registered as a

Certified Project Engineer (CPE)

Valid from 1 March 2014 to 31 March 2017

Vince Goh
Chairman

Project Management
Registry

Registration No. : E 0006



YANGON TECHNOLOGICAL UNIVERSITY

presents this certificate

to

Maung Ye Min Min Thane

son/daughter of *U Zin Wai Thane*

in recognition of his/her successful completion of

Refresher Course on Structural Engineering


conducted at YTU from *- NOV 2002* to *- JAN 2003*



Yangon, Myanmar

2 JUN 2003

Rector

 Yangon Technological University

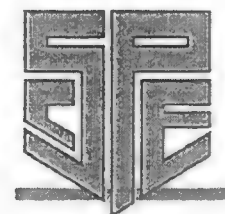


METAX ENGINEERING
CORPORATION PTE LTD
Contract EP7 – Centrifuges

斯恩威

CNA

CNA Group Ltd.
Monitoring & Control Systems
Contract C5A



SINGAPORE PILING & CIVIL
ENGINEERING PTE LTD
Contract C4A

Certificate Of Training

Awarded To

YE MIN MIN THANE

For Successfully Completing The
**Joint Emergency Awareness Training Programme in
Basic Fire Fighting
Usage of Breathing Apparatus and
Emergency Co-ordination**

Dated 23rd March 2007

CHANGI WATER RECLAMATION PROJECT, DEEP TUNNEL SEWERAGE SYSTEM

Mr. James Yuen
(C4A) Snr. Project Manager

Mr. Ramon M Tolentino
(C5A) Project Manager

Mr. Saravana Vijayan R
(EP7) Project Manager





Certificate of Achievement

Ye Min Min Thane

has successfully completed the course:

Impressive Business Presentations

on the day(s) of:

3 & 4 September 2012

Mark James Normand
Founder

Lisa M.
Founder

We Create

Service Certificate

AWARDED TO

YE MIN MIN THANE

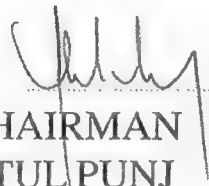
IN APPRECIATION OF

5 YEARS

WITH



Sembawang
A PUNJ LLOYD COMPANY


CHAIRMAN
ATUL PUNJ



မြန်မာနိုင်ငံအင်ဂျင်နီယာအသင်း
Myanmar Engineering Society
YANGON TECHNOLOGICAL UNIVERSITY
Gyogone, Insein P.O., Yangon, Myanmar

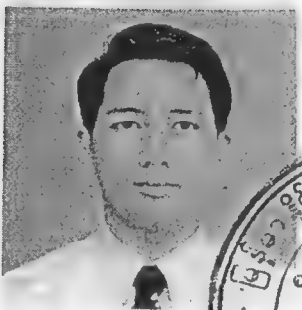
Telephone: ☎
President - 665678
General Secretary - 651717
Fax: - 642564
Office: - 642413


Date:

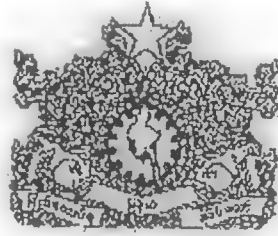
TO WHOM IT MAY CONCERN

This is to certify that Mr. YE' MIN MIN THANE holder of National Registration Card No. 12/MaYaKa (N) -000253, and son of U ZIN WAI THANE is now a junior member of the Myanmar Engineering Society (MES).

His membership number is (JM/C-0675).




(Prof. Dr. Pe Win)
President
Myanmar Engineering Society (MES)
(Rector-Yangon Technological University) မူပိုင်



**MINISTRY OF FOREIGN AFFAIRS
YANGON, MYANMAR**

THIS IS TO CERTIFY THAT

U Ye Min Min Thane

ATTENDED THE

**CERTIFICATE COURSE IN BASIC DIPLOMATIC SKILLS
(BDS 6/2002)**

HELD FROM (3-6-2001) TO (21-8-2002) AND IS AWARDED THIS

CERTIFICATE OF COMPLETION



A handwritten signature in dark ink, appearing to read 'Win Aung', written over a horizontal line.

**Win Aung
Minister for Foreign Affairs**

Dated: 23 August 2002



HAN SEIN THANT
ENGINEERING & TRADING

To Whom it may Concern

I hereby certify that Mr Ye Min Min Thane had worked under my Company as a Marketing Manager for the period of 1st May 1999 to 30th April 2000. During these period, he had performed his duty with high qualification and the works he carried out were indeed of most satisfactory to my business. So I have no doubt in recommending him who is an obedient and diligent technician and I wish him a prosperous life in the future.

With Regards,

Thant Zin

30/4/2000

Thant Zin
(Proprietor)

Han Sein Thant Engineering & Trading

Office (1) : Bld (1), Room (4), Near 8th Mile Junction Point,
Mayangone, Yangon, Myanmar.
Office (2) : Bld (112), Room (28/29), 3rd Floor, Pyay Road,
Near 8th Mile Junction, Mayangone, Yangon, Myanmar.

Tel : (951) 665341, 723603
(951) 650488, 722213
Fax : (951) 525252, 665341
E-mail: thanksb@mptmail.net.mm



"THU KHA CONSTRUCTION GROUP CO., LTD."
No.17, 18, Building No.112, 2nd Floor, 8th Mile, Mayangone, Yangon, Myanmar
Tel: 665449, 661705 Fax: 665449 E-Mail: thukha@mptmail.net.mm



TO WHOM IT MAY CONCERN

Dated .17TH JUNE, 2003

This is to certify that Ye Min Min Thane/ Mr. (Passport No.209852) has been in our employment as a Site Engineer from September, 2001 to April, 2003.

During his employment, he has well involved in many constructions related activities especially in construction systems and their implementations as well. All his performances were satisfactory and the projects those he handled were also successful.

Hence, in order to his forthcoming further studies abroad, I have no doubts to hereby recommend him as an energetic, self-motivated and ambitious individual and sincerely wish him to be prosperous in his future endeavours.

Cordially,

U Thu Kha
Managing Director
Thu Kha Construction Group Co., Ltd. *Min*

Certificate of Completion

This Certificate is presented to

U Ye' Min Min Thane

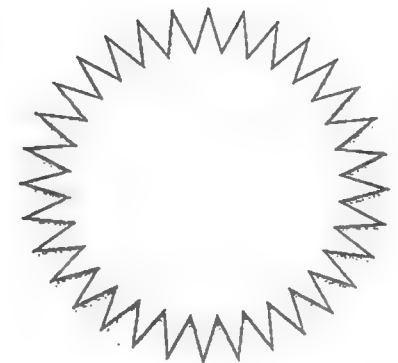
*as a recognition for successfully completing the **Functional Train-the-Trainer Workshop**.*

Organized by Yoma Strategic Holdings Ltd (An affiliate of SPA)

*May 2016
Pun Hliang Estate, Yangon*



*Principal Facilitator of GRIP
Richard Muraleedarren*





Name : Saw Sandar

Date of Birth : 06.04.1976

NRC No. : 13/LaYaNa(N)004815

Education : B.E (Civil) (1995 to 2002)
M.E (Construction, Engineering and Infrastructure Management)
Asian Institute of Technology , Thailand (2008 to 2010)

Address : Block (H), Room (8), Shwe Sabae Yeik Mon, Bayin Naung Road,
Kamaryut Township, Yangon.

Contact No. : 09 5064 891

Email : sandar.aitceim@gmail.com

Work Experience during (15) Years

2002 to 2010 : *Senior Assistance Engineer*
Yangon City Development Committee (Building Department)
_ Rehabilitation Section
_ Permit Section
_ Inspection Section

2010 to 2013 : *Engineer at Mcom Design and Construction, Brunei*

(Class _ VI Contractor (able to tender unlimited budget)

Responsibility

- _ Structural Design for the buildings (15 projects completed)
- _ Prepare the BQ
- _ Prepare monthly report
- _ Prepare the work program and schedule
- _ Prepare the S-curve
- _ Periodically Site Inspection

2013 to Present : *Director*
KRK Co. Ltd, (Engineering and Construction)

2014: 1) Main Contractor / Owner
38'x54', 6 Storey at No.(480), Kawliya 22nd street,
Ward (13), South Okkala Township

2) Sub Contractor under V-Pile Co. Ltd
2 blocks @ Ayeyawon Affordable Housing Project,
Dagon Seikan Township

3) Sub Contractor under V-Pile Co. Ltd
Nga Moe Yeik Bridge
Mingalar Taung Nyint Township

4) Sub Contractor under V-Pile Co. Ltd
Infrastructure Work and Painting Work
BoBaHtoo Affordable Housing Project,
North Dagon Township

2015: 5) Main Contractor
38'x54', 6-1/2 Storey at No.(370), Zayer 9th street,
Ward (10), South Okkala Township

6) Main Contractor
40'x50', 2 Storey at No.(149), Bogyoke street,
Myaing Thayar Quater, Mawlamyaing

2016: 7) Main Contractor
38'x54', 8-1/2 Storey at No.(2), Myitta Road,
Ward (13), South Okkala Township

2017: 8) Main Contractor
25'x25', 2 Storey at No.(87), Hnin Pan Road,
Ward (7), Shwe Pyi Thar Township

9) Main Contractor
30'x40', 2 Storey at No.(1104), Lot (77),
Dagon Seikan Township




ASIAN INSTITUTE OF TECHNOLOGY
DEGREE OF MASTER

Issue Date: 21 May, 2010

Name			Issue Date: 21 May, 2010	
Ms. Saw Sandar			Previous Degree(s)/Institution	Year Awarded
Date of Birth			B.Eng.	2002
06 April 1976			Yangon Technological University, Myanmar	
Country				
Myanmar				
Registration No.	Date Admitted to AIT	Option	Credits/Institution Transferred	
108338	14 August 2008	Thesis		
School			Degree Awarded	
School of Engineering and Technology			Master of Engineering	
Field of Study			Date of Graduation / Completion	
Construction, Engineering and Infrastructure Management			26 May 2010	
Notes				

Course No.	Descriptive Course Title	Total Hours		Credits	Grade	GPA	Cumulative GPA
		Lab.	Lec.				
August Semester 2008							
CE70.11	Project Cost and Financial Management	0	45	3.0	B	3.13	3.13
CE70.21	Integrated Project Planning and Control	0	45	3.0	B		
CE70.13	Research Methodology in the Built Environment	0	45	3.0	B+		
CE70.12	Organizational Management in Construction	0	45	3.0	B		
				12			
January Semester 2009							
CE70.004	Selected Topic: Applied Project Management in Housing and Real Estate Projects	0	15	1.0	B+	3.5	3.33
CE70.01	Infrastructure System Analysis and Management	0	45	3.0	B+		
CE70.03	Occupational Safety and Health Management in Construction Projects	0	45	3.0	B+		
CE70.23	Project Performance Management	0	45	3.0	B+		
CE70.9011	Selected Topic: Applied Project Management in Commercial Projects	15	15	1.0	B+		
CE70.22	Legal and Contractual Risk Management	0	45	3.0	B+		
				14			
Coursework Credits Gained:				26.0			3.33
Thesis Credits Gained:				22.0			
Total Number of Credits Gained:				48.0			
Thesis Examination:					Passed		

Title of Thesis: Assessing Project Management in Myanmar Construction Companies		Grade: Very Good
Program Committee: 1 Dr. B. Harimurti W. Hadikusumo (Chairperson) 2 Dr. Chotchai Charoenngam (Member) 3 Prof. Dennes T. Bergado (Member)		Official transcript not valid without signature and seal of the Institute  Registry Coordinator

GRADING SYSTEM

A	=	4	-	Excellent
B+	=	3.5		
B	=	3	-	Good
C+	=	2.5		
C	=	2	-	Fair
D	=	1	-	Deficient
F	=	0	-	Fail
I	=	0	-	Incomplete

Grades received for all courses are used in the computation of cumulative averages, but only course grades of C or higher can be counted to satisfy the credit requirement.

Doctor Degree: The minimum credit requirement for the Degree of Doctor is 18 credits, of which not more than 6 credits of special studies may be taken by those candidates who earned their Master's degree at AIT.

A doctoral student must complete a doctoral dissertation and defend it at an oral examination. The dissertation, which is not graded, must demonstrate scholarly distinction and show that, through the research performed during the program, the student has contributed to the advancement of knowledge in the chosen field of study. The student must have at least one scientific paper based on the dissertation published in or accepted by an international refereed journal. A satisfactory report from the external examiner selected by the Program Committee is also required for the doctoral degree. The required minimum cumulative grade point average for Doctoral Degree is 3.50.

Master Degree: The minimum credit requirement for the Master's Degree is 48 credits, which may include a thesis of 22 credits, a research study of 10 credits or a project of 6 credits. Thesis, research study and project are, if judged to be satisfactory, graded *excellent*, *very good*, *good* or *fair*; these grades, however, will not be included in the computation of the cumulative grade point average. Not more than 3 credits earned from special studies may be counted towards the credit requirement of the Master's program. The required minimum cumulative grade point average for Master's Degree is 2.75.

The Diploma program: This program requires a minimum of 24 credits of coursework, including 2-6 credits of special studies. The required minimum cumulative grade point average for AIT Diploma is 2.75.

Certificate of Advanced Studies: The minimum credit requirement for the CAS program is 18 credits, of which not more than 6 credits of special studies may be taken by those candidates who earned their Master's degree at AIT. There is no minimum cumulative grade point average set for this non-degree program.

Certificate program: This program requires not less than 9 credits of coursework in a semester. There is no minimum cumulative grade point average set for this non-degree program.

Special program: This program is not normally directed towards completion of any of the above programs. Special program students register courses and are graded. No minimum cumulative grade requirement is set for this program.

English is the language of all Institute's academic and administrative communication.

The Registry
Asian Institute of Technology,
P.O. Box 4, Klongluang,
Pathumthani 12120, Thailand.
Fax: (66-2) 524-6326
Tel: 02-524-5034-7, 02-524-6322, 6325
Email: registry@ait.ac.th
<http://www.ait.ac.th>

Curriculum Vitae

Personal Particulars

Name	NE MIN HEIN
	[Former Name: NE WIN]
Nationality	Singaporean
Singapore NRIC number	S2728481G
Myanmar PR number	16PE00042
Race	Myanmar
Field of Specialty	Civil Structure, Sustainable Building Design Myanmar PE (Construction)
Religion	Buddhist
Sex	Male
Marital Status	Married
Date of Birth	09-March-1963
Address, Singapore	Blk 337B #02-51, Tah Ching Road, Taman Jurong, Singapore 612337
E-mail Address	neminhein@gmail.com
Contact Numbers	<u>Myanmar</u> : 09-978787349, 09-971274051



Educational Qualification

- | | | |
|-----|-----------------|--|
| (1) | Degree Obtained | Bachelor of Engineering (Civil), pass with merit |
| | University | YTU (Yangon Technological University) |
| | Country | Myanmar |
| | Year | 1987 |
| (2) | Degree Obtained | Master of Engineering (Civil, Structure) |
| | University | YTU (Yangon Technological University) |
| | Country | Myanmar |
| | Thesis Title | Development of a General Computer Program for Grid
Structure Analysis |
| | Year | 1996 |

- | | | |
|-----|--------------------|---|
| (3) | Degree Obtained | Master of Science (International Construction Management) |
| | University | NTU (Nanyang Technological University) |
| | Country | Singapore |
| | Dissertation Title | Construction Management of Dredging and Dumping Works in Reclamation Project - a Case Study of Pulau Tekong Reclamation Project |
| | Year | 2005 |
| (4) | Degree Obtained | Master of Science (Sustainable Building Design), Dissertation |
| | University | UoN (University of Nottingham, UK) |
| | Country | England |
| | Dissertation Title | Redesigning an Existing Commercial Building (in Singapore) for Better Occupants Comfort |
| | Year | 2014 |

Work Experience

- | | | |
|-----|-----------------|--|
| (1) | Duration | : from 23 October 2012 up to Present |
| | Designation | : Director and Consulting Engineer
Brilliant Construction Project Management Pte., Ltd. |
| | Employer | : Self Employment |
| | Company | : Brilliant Construction Project Management Pte., Ltd.
(Registration No. 201216773 K, Singapore) |
| | Country | : Singapore |
| | Job Description | : Consulting Project Management Presently for Construction Companies of Kyaw Tha Construction Group Company Limited (KTCG) and CVT Center for Vocational Training Myanmar. As a Project Management Consulting Company, Service Provide for Document Preparation for Tendering, Provide Pre-engineering Works, Engineering Solutions and Method Statement Documents for Construction Project, Quality Assurance (QA) and Quality Controlling (QC) Works, Project Scheduling and Planning Works, Report Works, Document Control Works, Selection of Right Sub-contractors, Selection of Right Materials, Stand as a Main |

(2)	Duration	: from 27 December 2011 to 20 October 2012
	Designation	: Resident Technical Officer (Civil/ Structural)
	Employer	: AECOM Singapore Pte., Ltd.
	Project	: LTA/DTL3/C932A, Kallang Bahru MRT Station Construction Project (Kallang Bahru, Singapore)
	Country	: Singapore
	Job Description	: As a RTO, Taking Duties and Responsibilities for Construction Supervision and Inspection Works, and Quality Assurance (QA) and Quality Controlling (QC) in Civil Construction Works, Participation in WSH (Work Place safety and Health) Works, Air Pollution and Noise Pollution Controlling Work, Earth Control measures Works, Utility Services Diversion Works, Drainage Diversion Works, Bored-Piles and Diaphragm Walls Construction Works, Pile Load Testing Works and Statutory Documentary Works.
(3)	Duration	: from 9 June 2010 to 26 December 2011
	Designation	: Resident Technical Officer (Civil/ Structural)
	Employer	: AECOM Singapore Pte., Ltd.
	Project	: International Cruise Terminal Construction Project (Marina South)
	Country	: Singapore
	Job Description	: As a RTO, Taking Duties and Responsibilities for Construction Supervision and Inspection Works and Quality Assurance (QA) and Quality Controlling (QC) in Civil Construction Works, Landscaping works, Construction of New Drainage, Marine-Piling Works (Spun Piles and Steel-Pipe Piles), Pile Tests (PDA),

Especially in Supervision for Cast-In-Situ Reinforced Concrete Work (Pile-Caps, Deck Beams and Top Slabs Concrete Casting, Precast Concrete Works, Precast Concrete Members Launching and Installation, and Statutory Documentary Works.

- (4) Duration : from 1 October 2008 to 31 March 2010
 Designation : Civil Supervisor
 Employer : CB&I Lummus – Toyo JV
 Project : Shell Houdini Ethylene Cracker Complex (ECC) Project at Pulau Ular
 Country : Singapore
 Job Description : As a Civil Supervisor, Taking Duties and Responsibilities for Safe Construction, Complying with Safe-Work Procedures, Safe-Work Permit Submissions, Safety Tasks Assessment, Constructional Supervision and Quality Controlling (QC) in Civil Construction Works for Utility and Offsite North Areas of the Project, Especially in Cooling Tower Pre-cast Construction, Civil Works for Pipe Racks, Cooling Water Pipe Lines, Dyna-Sand Side Stream Filter, Lamella Basin, Difficult Excavation Works at Live Underground Facilities Areas (such as Existing High Voltage Electrical Cables, Instrumentation Cables, Manholes and Oil Contaminated Drainage Pipes Areas).

(5) Duration : from 1 October 2007 to 30 September 2008
 Designation : Resident Technical Officer (Civil/ Structural)
 Employer : Engineers 9000 (Pte) Ltd (Engineering Consultants Company)
 Project : Shell Houdini, Ethylene Cracker Complex (ECC) Project at Pulau Ular
 Country : Singapore
 Job Description : As a RTO, Taking Duties and Responsibilities for Inspections and Quality Controlling (QC) in Civil Construction Works of the Project, Especially in Piling

Works (Spun Piles), Pile Tests (*PDA, Pile Statnamic Test, PIT*) and Reinforced Concrete (RC) with Embedded Materials Works (Both of Cast-in-Situ and Pre-Cast), Statutory Documentary Works.

- (6) Duration : from 1 January 2006 to 30 September 2007
 Designation : Site Engineer
 Employer : KOH Brothers Building & Civil Engineering Contractor Pte., Ltd.
 Project : Common Services Tunnel Construction Phase 1B & 2 at Marina South
 Country : Singapore
 Job Description : A Leading Engineer of Construction of a Part of Project Taking Duties and Responsibilities for Achieving Effective Site Progress in Earth Retaining Structures for Open-Cut Deep-Excavation Work Involving Sheet Piling and Soldier Piling Work, Jet Grouting Work, Strutting (Steel Structure) Work, Preloading Work, Monitoring and Reporting Works for Temporary Earth Retaining System (TERS), Bored Piling Work for Permanent Tunnel Structures, Contiguous Bored Piling (CBP) Work for TERS, Bored Pile Testing Work, Deep Excavation Work and Open-Cut Underground Tunnel Construction Work, Document Preparation Works for Reporting, Request for Inspection, and Database Application for Progress Monitoring and Presentation. Meeting with PE (TERS) and Client's RE.

- (7) Duration : from 1 April 2005 to 31 December 2005
 Designation : Civil Engineer
 Employer : TOA Corporation (Singapore)
 Project : Construction of Container Berths and Stacking Yards (Phases C06-C08) at Pasir Panjang Terminal
 Country : Singapore

- Job Description : Preparation of QA/ QC System for Submission to Client
"PSA Corporation Limited"
Preparation of Construction Planning
Preparation of Method Statements for Submission to Client
"PSA Corporation Limited"
Site Supervision and Progress Controlling Works for
Drainage Construction work [from June 1, 2005 to
September 30, 2005],
Site Supervision and Progress Controlling Works for Shore
Protection and Revetment Work [from October 1, 2005 to
December 31, 2005].
- (8) Duration : from 29 December 2000 up to 30 March 2005
Designation : Civil Engineer
Employer : TOA Corporation (Singapore)
Project : Reclamation at Pulau Ubin and Pulau Tekong (Part 1)
Country : Singapore
Job Description : Marine Site Sheet Piling Work and Staging Construction
Work. Dredging and Dumping Works Controlling, Progress
Monitoring, Progress and Delays Analysis by using
Database, Daily Reports and Monthly Reports Preparation,
Dumping Area Trimming Work, Hydrographic Survey and
Surveyed Data Processing Works.
- (9) Duration : from September 1996 to November 2000
Designation : Chief Engineer
Employer : United Pioneers Construction Co., Ltd. (Myanmar)
Projects : Infrastructures and Residential Apartment Buildings
Construction in Yangon
Country : Myanmar
Job Description : Duty on Construction Management and Responsibility on
Completion of Construction in Time and within Budget,
Dealing with Clients and Government Authorities,
Management on Progress and Budget Controlling, Project
Total Scheduling and Coordinating for All Workforces

Materials Management and Manpower Management

- | | | |
|------|-----------------|---|
| (10) | Duration | : from June 1994 to August 1996 |
| | Designation | : Instructor
Civil Engineering Department,
Yangon Technological University, Yangon, Myanmar |
| | Employer | : Yangon Technological University, Yangon, Myanmar |
| | Country | : Myanmar |
| | Job description | : Teaching (<u>Subjects</u> : <i>Building Construction,</i>
<i>Civil Structural Analysis</i>) |
| | | |
| (11) | Duration | : from December 1987 to May 1994 |
| | Designation | : Construction Engineer |
| | Employer | : United Pioneers Construction Co., Ltd. (Myanmar) |
| | Projects | : Residential Apartment Buildings Construction in Yangon |
| | Country | : Myanmar |
| | Job Description | : Construction Site Supervision, Scheduling, Progress
Controlling, Coordinating, Materials Purchasing, and
Managing on Construction Manpower. |

YANGON INSTITUTE OF TECHNOLOGY

YANGON, MYANMAR



THE DEGREE CERTIFICATE
YANGON INSTITUTE OF TECHNOLOGY

The Degree in Bachelor of ~~Engineering~~ Civil ~~Architecture~~

is awarded to Maung Ne Win
son / daughter of U Soe Ngunt
(Passed With Credit...)
Sept / Nov. 1987

N.R.C. NO. KMDE 006574

Sd / - (Aung Than)
Rector

Registration No. 10981

Yangon Institute of Technology

Sd / - (Min Oo)
Registrar

Yangon Institute of Technology

Dated 22 Feb. 1992



Dated 21.6.93

Fee Ks. 5/-

Receipt No. 10

Dated 18.6.93

Min Oo
Registrar
Yangon Institute of Technology

ENGLISH TRANSLATION

YANGON INSTITUTE OF TECHNOLOGY

YANGON, MYANMAR



THE DEGREE CERTIFICATE
YANGON INSTITUTE OF TECHNOLOGY

The Degree in ~~Bachelor~~ ^{Master} of ~~Engineering~~ ^{Architecture} (..... Civil)
is awarded to Moung Ne Nir
son / daughter of U Soe Nyunt
(..... Sept - 1996).

N.R.C NO. KMDE.006574

Registration No. 15318...

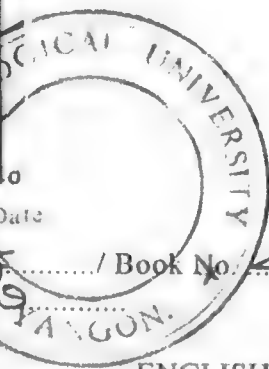
Sd/- (Hla Gyi.....)
Registrar

Yangon Institute of Technology

Sd / - (Nyi Hla Nge)
Rector

Yangon Institute of Technology

Dated 8 Mar 1997



Fee Ks. 50/- / Date
Receipt No. 35 / Book No. 48753
Dated 8.11.99

27/11/97
Registrar

Yangon Institute of Technology

ENGLISH TRANSLATION

Nanyang Technological University

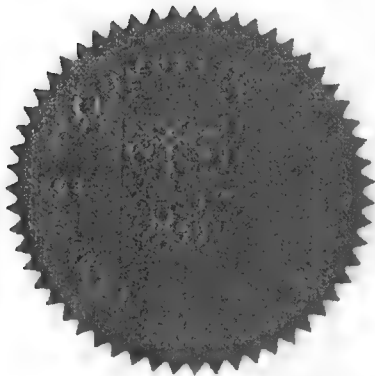
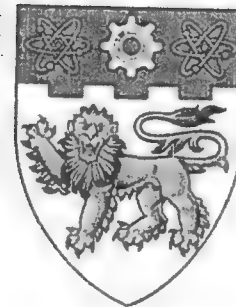
Republic of Singapore

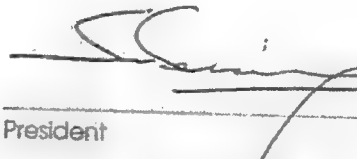
Degree of Master of Science
(International Construction Management)

It is hereby certified that

Ne Win

having satisfied the requirements prescribed by Statute,
was admitted to the Degree of Master of Science
(International Construction Management) on *25 February 2005.*




President


Registrar



THE UNIVERSITY OF NOTTINGHAM

It is hereby certified that after having satisfied all the
conditions prescribed by the University

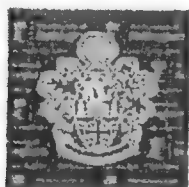
NE MIN HEIN

was on the

eleventh day of December, 2015

duly admitted to the degree of

Master of Science
in Sustainable Building Design



Vice-Chancellor

Registrar

TUN MYINT

Telephone : +95 9264011038 (Myanmar Mobile)

: +61435 922 587 (AUS Mobile)

Email : maung_tunmyint@hotmail.com



PERSONAL DATA

Name : Tun Myint

EDUCATIONAL QUALIFICATION

Master of Engineering Science* (Project Management)

University of New South Wales, Australia

Master of Science (Environmental Engineering)

National University of Singapore, Singapore

Bachelor of Engineering (Civil)

Yangon Technological University, Myanmar (Burma)

OTHER QUALIFICATION

Engineers Australia (MIEAust) Civil, Environmental

Construction Safety Course for Project Manager, Construction Safety Leadership Program

WRc Sewer Pipeline Assessment Certificate, Auto CAD

National Construction White Card, Applied First Aid

Professional Membership:

Member of Engineers Australia, Member of Australian Geomechanics Society

Professional Training & CPD:

Contracts Management, Engineering Design and Construction Process (Engineers Australia)

Contract Law, Technical Writing, Negotiation and Influencing Skills,

Skills for Success (Dale Carnegie)

EDG Mastering Management, Erosion and Sediment Control, Primavera P6 Scheduling,

WinCan – Analysis and Reporting Software

As part of Cert IV in Training & Assessment TAE40116

Design and develop learning programs,

Plan, organize and deliver group-based learning,

Provide work skill instruction

EMPLOYMENT OVERVIEW

Irrawaddy Green Towers Ltd Rollout and Delivery Head

Jul 15 ~ Present

Keller Ground Engineering	Senior Project Engineer	Feb 11 ~ Dec 14
VSL Australia Pty Ltd	Project Engineer	Jun 10 ~ Feb 11
Plummers Industries Pty Ltd	Designer (Part-time)	May 10 ~ Jun 10
Pipeline Services Pte Ltd	Project Manager/Operation Manager	May 07 ~ Mar 10
TOA-JDN (PUT) Joint Venture	Civil Engineer	Jul 02 ~ Mar 06
Dawn Construction Co Ltd	Site Engineer	Jul 01 ~ Dec 01

EMPLOYMENT HISTORY

Position : Rollout and Delivery Head
Reporting to : Chief Operation Officer (COO)
Period : July 2015 – Present
Employer : Irrawaddy Green Towers Ltd
308 Ahlone Road, Dagon Township, Yangon, Myanmar
Project : Telecom Passive Infrastructure Towers Roll out Projects,
Myanmar

Key Responsibilities

- Responsible for rollout. Construction and upgrading telecom towers across Myanmar country
- Controls all civil works teams and sub-contractors
- Implementation of Project Plan
- Monitoring of quality control, health and safety standards on site
- Continuous evaluation of existing and potential sub-contractors
- Review Monthly Expenditure, Cost forecasting and Variation
- Ensuring all subordinate departmental staff adhere, at all times, to predetermined processes and best practices
- Mentoring of the Junior Managers and Engineers

Position : Senior Project Engineer
Reporting to : Project Manager
Period : February 2011 – December 2014
Employer : Keller Ground Engineering Pty Ltd
4 Burbank Place, Baulkham Hills NSW 2153
Project : Specialist Ground Improvement Major Projects
Newcastle Coal Infrastructure Group – Stage 2 Flyover Project (est. \$40M)
The new Perth Stadium Pre-Construction Site Works Project (\$30M)
Wheatstone LNG Plant, Site Clearing & Preparation Project (\$10M)
Atlas Iron - Utah Point Stock Yard 2 Expansion Project (\$5M)
DMMA A Ground Improvement, BHP Quantum 100 Iron Ore Major Projects (\$25M)

Hunter Expressway Alliance Project, Mine Fills (\$48M)

Key Responsibilities

- Coordination between client, Alliance teams, supplier and subcontractors.
- Responsible and acting as Project Manager for the delivery of Projects, updating and reporting progress
- Responsible for senior technical role for the project
- Planning works to meet the overall project milestones and targets
- Preparation of schedule in Primavera and monitoring of progress, identification, monitoring & streamlining of critical paths
- Ensuring a project is fit-for-purpose and adheres to the project budget and schedule.
- Ensuring all relevant safety, quality objectives and legal requirements are observed.
- Preparing Inspection Test Plan, quality checks onsite, recording of Non-Conformance Report, Manufacturer's Data Report and fulfilling Client's quality requirement
- Accounting for engineering tasks to ensure they meet contract requirements.
- Lead, manages and supports Engineers and other team members.
- Geotechnical design & construct project management, oversee and review of consultants.
- Assist on tendering, Quantities take-off, tracking Client's contract and addendum, conceptual design, value engineering, tender program and work on pre-mobilisation document packages.
- Performing project risk analysis and developing project-specific procedures for the work to be carried out.

Position : Project Engineer

Reporting to : Operation Manager (W.A)

Period : June 2010 – February 2011

Employer : VSL Australia Pty Ltd, 24 Beard St., Naval Base WA 6165

Projects : Specialist Precast, Post-Tensioning Projects

Southern Seawater Desalination Plant, WA.

Drinking Water Storage Tank (\$4.5M Design & Construct - Precast panels and post tensioning),

Various Buildings (\$1M Construct only - Precast panels),

K&S FREIGHTERS Post Tensioned Slab on Ground, MSE Retaining Wall, Reid Highway, WA

Key Responsibilities

- Quantities take-off, ordering the required equipment, tools and sourcing suitable material for the project.
- Coordination between client, supplier and subcontractors.
- Scheduling for weekly production and resource planning.
- Managing on an as-required basis variations originating from the project team.

- Working on projects concurrently.
- Checking details design drawing and listing necessary items for pre-cast panels.
- Involving OSH activities and attending coordination meeting with client.

Position : Designer (Part-time)
Reporting to : Construction Manager
Period : May 2010 – June 2010
Employer : Plummers Industries Pty Ltd, 10 Wheeler St., Belmont WA 6104
Projects : Sheetmetal Manufacturing and Fabrication Projects
Project Description : Various Switch rooms for industries (Mining, Processing, Oil&Gas, Petrochemical, Power generation and Manufacturing)

Key Responsibilities

- Sourcing information and facts on the requirement on switch rooms and service panels
- Liaising with clients for the details information on the tailing site
- Preparing design proposal and as-built drawings for submission
- Work out the details parts and materials for manufacturing or installation

Position : Project Manager/Operation Manager
Reporting to : Managing Director
Period : March 2006 – March 2010
Employer : Pipeline Services Pte Ltd
 No. 7 Neythal Road, Singapore 628574
Projects : Investigation, Maintenance and Trenchless Rehabilitation Projects (Specialist Trenchless Projects) Singapore, Sebria & Australia
Project Description : Investigation, Maintenance and Trenchless Rehabilitation Works

Key Responsibilities

- Managing projects concurrently, responsible for on time delivery and within budgets.
- Coordinating with authorities, consultants, subcontractors and maintaining good relationship
- Managing dispute resolution, highlighting risks and opportunities at management meeting.
- Liaising with authorized personnel on their requirements and follow up with proper submission for approval with local authorities
- Preparing engineering proposal and method for various investigation works CCTV, Sonar, Leak Detection and GIS data capturing of existing services to client
- Estimating overall cost for operation and controlling the budgets.
- Organizing safety committee meeting, conducting risk assessments and ensuring safe working environment.

- Reviewing the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards and minimize the potential delays
- Assessing manholes, water/wastewater mains CCTV inspection, Sonar survey, Leak Detection reports, classifying defects in accordance to WRc classification manual and making recommendation to client.
- Liaising with government authorities and sourcing materials from manufacture, suppliers.
- Handling document control system in accordance to quality assurance and ease for further references.
- Scheduling, supervising, planning of trenchless rehabilitation works, asset maintenance schedule, asset management and solving technical problems arising at site.

Position : Civil Engineer
Reporting to : Manager (Construction Department)
Period : July 2002– March 2006
Employer : TOA - Jan De Nul (PUT) Joint Venture
 23 Pandan Crescent, Singapore 128472
Project : RECLAMATION AT PULAU UBIN AND PULAU TEKONG (PART 1), SINGAPORE (Project Cost: S\$ 1.8 billion)
Project Description : Land Reclamation of approximately 1,480 hectare of land off Pulau Ubin and Pulau Tekong

Key Responsibilities

- Preparing and drafting the detailed drawings for submission to consultants and client.
- Analyzing topo/hydro survey results and preparing layout plan for various infrastructure works including vibroflotation, sand filling, earthworks, temporary road construction and shore protection revetment works.
- Assisting and involving as a design team member in the marine structures including box culverts, storm water drains, reservoir.
- Supervising various land reclamation construction activities from dredging, sand spraying, sand filling, soil improvement, shore protection, earthworks, temporary road construction work to ensure conformance on design specification
- Environmental monitoring, studies with university and third parties during construction period
- Develop detailed programs for the coordination of site activities.
- Arranging and participating in the environmental monitoring activities, silt control measures with related authorities and consultants
- Verifying the work done quantity for the contractor claims
- Organizing weekly meeting with subcontractors and following up on the outstanding issues.

Position : Site Engineer
Reporting to : Project Manager
Period : April 2001 – December 2001
Employer : Dawn Construction Co Ltd, Myanmar (Burma)
Project : CONSTRUCTION OF SINGAPORE EMBASSY AND RESIDENCE BUILDING,
YANGON, MYANMAR (BURMA)

Key Responsibilities

- o Preparing detailed drawing for bar reinforcement schedules.
- o Working out the quantities for reinforcement and related items.
- o Monitoring work progress and preparing work progress chart for manager to present in meeting with client
- o Planning the labour work force with urgency and progress.
- o Taking field measurements, surveying for location sub and super structures.
- o Hand on works, solving problems on site and ensuring of safety measures and precautions.
- o Supervising the structure works accordance to the design and specifications.
- o Assisting to management and quality control for the project.

I hereby confirm that all the particulars described above are true and correct in every detail.

TUN MYINT

Mobile: +95 9264011038 /+61 435 922 587

Email: maung_tunmyint@hotmail.com

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JING QUEE & CHIN JOO
111 NORTH BRIDGE ROAD
#27-03 PENINSULA PLAZA
SINGAPORE 179098
TEL: 6338 3903 FAX: 6339 4373
Email: jqandcj@pacific.net.sg

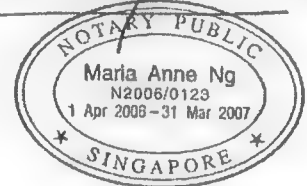
ရန်ကုန်နည်းပညာတက္ကသိုလ်

YANGON TECHNOLOGICAL UNIVERSITY

CERTIFIED TRUE COPY

အင်ဂျင်နီယာဘွဲ့

Bachelor of Engineering



ဦး ရဲမြင့် ၏ သား/ဆီမီး မောင်တွန်းမြင့် အား
အင်ဂျင်နီယာဘွဲ့ (..... မြို့ပြ)
ကို အပ်နှံခြင်းဖြင့်လိုက်သည်။

JUL 2001

The degree of Bachelor of Engineering (..... Civil)

is awarded to

Mawng Tun Myint, son/daughter of U Ye Myint

အမျိုးသားမှတ်ပုံတင်အမှတ် (National Registration Number) 12/Ya Ka Na (Nwng) 000835
ဘွဲ့ရမှတ်ပုံတင်အမှတ် (Graduate Registration Number) 18605

မော်ကွန်းထိန်း

ရန်ကုန်နည်းပညာတက္ကသိုလ်

Registrar

Yangon Technological University

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ပါမောက္ခချုပ်

ရန်ကုန်နည်းပညာတက္ကသိုလ်

Rector

Yangon Technological University

၆၄

ရန်ကုန်မြို့ ၂.၀၀၁ ၃ နိုဝင်ဘာ ၁၇ ရက်
Yangon, 17 NOV 2001
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NATIONAL UNIVERSITY OF SINGAPORE



This is to certify that

Maung Tun Myint

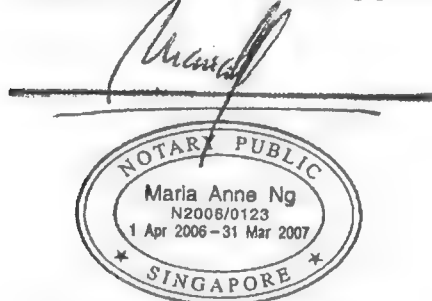
having fulfilled the requirements prescribed
by the University was conferred the degree of

MASTER OF SCIENCE
(ENVIRONMENTAL ENGINEERING)

on

31 December 2003

CERTIFIED TRUE COPY



JING QUEE & CHIN JOO
111 NORTH BRIDGE ROAD
#27-03 PENINSULA PLAZA
SINGAPORE 179098
TEL: 6338 3903 FAX: 6339 4373
Email: jqandcj@pacific.net.sg

[Signature]
Chairman of Council

[Signature]
President



STATEMENT OF ATTAINMENT

A statement of attainment is issued by a Registered Training Organisation when an individual has completed one or more accredited units

This is a statement that

Tun Myint

has attained

TAEDES402A – Use training packages and accredited courses to meet client needs

This competency forms part of the

Certificate IV in Training and Assessment

TAE40110

Dated **08 July 2015**

Certificate No: 09728
Student No: 12055

Principal

A handwritten signature in black ink, appearing to read 'G Trott', is written over a horizontal line.

G TROTT

This is an electronic copy of the original credential issued by TSA.



To verify the authenticity of this credential, please contact tsa@tsa-wa.com.au, citing the name of the student, the qualification code and the certificate number.

Academic Statement

The University of New South Wales

 Name: Myint, Tun
 Student ID: 3455402

 Academic Career 1 of 1: Postgraduate
 Print Date: 01/01/2016

Beginning of Postgraduate Record

Semester 1 2013

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Session: Teaching Period One

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9706	Human Resources Management	6.00	6.00	61	PS

 Transfer Credit from Yangon Technological Universit
 Applied Toward Engineering Science Program

<u>Course</u>		<u>Description</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>
GSOE	8024	Prof Development Exemption	24.00	24.00	T

Term WAM:	61.000	Term Totals	30.00	30.00	
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Good Standing

Semester 2 2013

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Session: Teaching Period Two

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9702	Project Planning and Control	6.00	6.00	54	PS

Term WAM:	54.000	Term Totals	6.00	6.00	
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Good Standing

Semester 1 2014

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Session: Teaching Period One

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9710	Management of Risk	6.00	6.00	50	PS

Term WAM:	50.000	Term Totals	6.00	6.00	
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Good Standing

Semester 2 2014

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Session: Teaching Period Two

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9701	Eng Economics & Financial Mngt	6.00	6.00	54	PS

Term WAM:	54.000	Term Totals	6.00	6.00	
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Good Standing

Semester 2 2015

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Academic Statement

The University of New South Wales

 Name: Myint, Tun
 Student ID: 3455402

Session: Teaching Period Two

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9857	Wastewater Treatment	6.00	6.00	71	CR
Term WAM: 71.000			Term Totals	6.00	6.00	
Good Standing						

Semester 1 2016

 Program: 8538 Engineering Science
 Plan: CVENQS8538 Project Management Specialisation

Session: Teaching Period One

<u>Course</u>		<u>Title</u>	<u>Attempted</u>	<u>Passed</u>	<u>Mark</u>	<u>Grade</u>
CVEN	9640	Waves, Beaches	6.00			
Term Totals			6.00	0.00		

8538 Engineering Science Totals

WAM: 58.000

Units: 60.00 54.00

This is the last academic career for Myint, Tun

End of Academic Statement

CURRICULUM VITAE

1. Personal details

1.1 Name and Address

Name: DR NI LAR WIN

Nationality: Myanmar (Burmese)

Date of Birth: 15 August 1959

Marital Status: Married

Sex: Female

Address: 24B3, Masoeyein Kyaung Street
Lane 1, Mayangone Township
Yangon

Mobile: + 95 9796608963

Email: winnilar81@gmail.com; nilarwin@mystrategyfirst.com

Present: **Dean of Engineering**
Strategy First Institute
No. 8, Ground floor, Panchan Tower
Bargayer Road, Myay Ni Gone, San Chaung Township
Yangon

1.2. Academic Qualifications

Year	Qualification	Institution
1981	Bachelor of Engineering (Civil)	Yangon Technological University (Rangoon Institute of Technology), Myanmar (Burma)
1988	Post-graduate Diploma in Hydrology	Free University Brussels, Belgium
1989	Master of Science (Hydrology)	Free University Brussels, Belgium
1994	Doctor of Philosophy (Applied Science)	Free University Brussels, Belgium
2017	Postgraduate Certificate for Higher Education (PGCHE)	University of Nottingham, UK

1.3 Award

Full scholarship for MSc in Hydrology (1987 – 1989) from Belgian Government
Full scholarship for PhD in Hydrology (1989 – 1994) from Belgian Government

1.4 Professional Qualification

Professional Engineer (Water Resources), Myanmar Engineering Council, Myanmar
Fellow of Higher Education Academy (FHEA), UK

1.5 International Conferences

Year	Conference
1991	European Conference on Advances in Water Resources Technology, Athens, Greece
1992	Conference on Computer Techniques and Application, Valencia, Spain
1993	International Conference on FRIEND 93, Braunschweig, Germany
1993	EOS Trans. AGU, San Francisco, USA
1993	Conference on Runoff and Sediment Yield Modelling, Warsaw, Poland
2006	Advanced Technologies in Telecommunications and Control Engineering 2006 (ATTCE, 2006), INTI College Malaysia
2007	7 th Annual SEAAIR Conference, Assumption University, Bangkok, Thailand
2007	International Conference on Teaching and Learning Conference, Putrajaya Marriott Hotel, Malaysia
2008	8 th Annual SEAAIR Conference, Surabaya, Indonesia
2009	International Conference on Teaching and Learning, Sarawak, Malaysia
2009	International Conference on Recent and Advanced Technologies in Engineering, (iCREATE 2009), Pan Pacific KLIA, Malaysia
2011	26 th International Conference on CAD/CAM, Robotics and Factories of the Future 2011 (CARs & FOF), KL, Malaysia
2012	2 nd International Conference on Water Resources, Langkawi, Malaysia
2012	South East Asia Association for Institutional Research, SEAAIR 2012 Conference, Kota Kinabalu, Sabah, Malaysia
2012	Educate 12 Conference, Intercontinental Kuala Lumpur, Malaysia
2013	International Civil and Infrastructure Engineering Conference, Kuching, Malaysia
2013	South East Asia Association for Institutional Research, SEAAIR 2013 Conference, Yogyakarta, Indonesia
2013	International Conference on Teaching and Learning Conference, ICTL 2013, Bangkok, Thailand
2014	Taylor's 7 th Teaching and Learning Conference 2014, Subang Jaya, Malaysia
2015	South East Asia Association for Institutional Research, SEAAIR 2015 Conference, Hanoi, Vietnam
2015	3 rd International Conference on Water Resources, Langkawi, Malaysia

1.6 Other Training

Year	Title
1992	Decision Making for Environmentally Oriented Water Resources Management, Prague, Czechoslovakia
1997	Resource Conservation and Environmental Protection, Asian Productivity Organization, Tokyo, Japan
1998	Urban Environmental Planning, Asian Development Bank, Yangon, Myanmar

- 2006 Hands on Urban Stormwater Management Manual for Malaysia (MASMA), Seremban, Malaysia
- 2006 Online Forum Discussion Workshop, Inti College Malaysia
- 2007 Stormwater management in compliance with the requirement of DID Urban Stormwater Management Manual for Malaysia (MASMA), Universiti Kebangsaan Malaysia
- 2008 Workshop on Outcome Based Education, Inti University College, Malaysia
- 2009 Seminar on Institutional Audit and programme Learning Outcomes, Inti University College, Malaysia
- 2009 Seminar on Linking Learning Outcomes to Instructions and Assessments, Inti university College, Malaysia
- 2011 Workshop on Submission to Engineering Accreditation Council, Malaysia
- 2012 GeoStudio Standard Introductory Hands-on Training, Otte Ytama (M) Sdn Bhd, Malaysia
- 2012 Customer Service Interaction Skills Programme, Inti International University
- 2013 OBE Training, INTI International University
- 2013 Laureate Faculty in the Twenty-First Century, INTI International University
- 2014 Maximizing F2F Class Time with the Flipped Classroom Model, INTI International University
- 2014 Creating Interactive Learning Objects using Raptivity, INTI International University
- 2014 Project Based learning I & II, Inti International University
- 2014 Blackboard Assessment, Inti International University
- 2014 MyRA Camp, Inti International University
- 2017 Building Information Modelling Instrumentation, University of Nottingham Malaysia Campus

1.7 Employment Record

1 Sep 2017 – to date	Head of Engineering	Strategy First Institute, Myanmar
Jan 2015 – July 2017	Associate Professor	The University of Nottingham Malaysia Campus
Jan 2012 to Dec 2014	Associate Professor (SL3)	INTI International University
Nov 2007 to Dec 2011	Associate Professor (SL4)	INTI International University
May 2004 to Oct 2007	Senior Lecturer	INTI University College
Nov 2000 to May 2004	Lecturer	INTI College Malaysia
Aug 1999 to Mar 2000	Visiting Lecturer	Yangon Technological University, Myanmar
1992 to July 1999	Lecturer	Yangon Technological University
1989 - 1992	Assistant Lecturer	Yangon Technological University
1982 - 1989	Instructor	Yangon Technological University

1.8 Other Significant Appointments

Feb 2011 – Mar 2012	Acting Dean, Faculty of Engineering and Information Technology, INTI International University
May 2011 – Dec 2011	Acting Head of Civil Engineering, Faculty of Engineering and Information Technology, INTI International University

Jan 2008 – Jan 2011	Head of Civil Engineering, Faculty of Engineering and Information Technology, INTI International University
Sep 2007 – Dec 2007	Assistant Head of Civil Engineering, Faculty of Engineering and Information Technology, INTI University College

2. Research

Year	Title	Institution
1996	Application of VUB monthly water balance models to Yin catchment	Yangon Technological University, Yangon
1998	Low flow analysis on Upper Chindwin region	The same as above
2007	Women in Engineering	INTI University College
2007	Engineering education	INTI University College
2009	Urban stormwater management	INTI International University
2011	Engineering education	INTI International University
2012	Engineering education	INTI International University
2012	Women in Engineering	INTI International University
2012	Water Resources Engineering	INTI International University
2013	Engineering education	INTI International University
2013	Women in Engineering	INTI International University
2013	Water Resources Engineering	INTI International University
2014	Low Flow Analysis	INTI International University
2014	Frequency Analysis on Rainfall	INTI International University
2014	Engineering education	INTI International University
2014	Women in Engineering	INTI International University
2015	Rainfall Runoff Modeling, Engineering Education, Women in Engineering	The University of Nottingham Malaysia Campus

INTI seeding grant

I have obtained INTI seeding grant for the research on Low flow analysis for the selected rivers in Malaysia in July 2014.

Government research grant under CLMV Programme

I am one of the researchers in the project which was proposed and collaborated by Prof. Nirwan Idrus (former Dean of INTI). The proposed project was submitted for a government RESEARCH GRANT under CLMV Programme (Cambodia, Laos, Myanmar, and Vietnam) from Ministry of Education, Malaysia on 8 August 2014. However, the application was not successful.

3. Responsibility

3.1 Academic Leadership

2011 – 2012 (Acting Dean of Faculty of Engineering and Information Technology, INTI International University)

- Chair the Examination Boards;
- Decision making in student's appeal;
- Oversee the lecturer's workload;
- Arrange the man power for the marketing activities such as school visits, workshop, etc.;
- Attend university activities (Academic award presentation, Graduation ceremony, Business Lecture Series, Laureate Visiting Fellow Series);
- Provide leadership and guidance to staff in supporting the university vision;
- Undertake timely and effective staff management, performance management, development, mentoring and recruitment;
- Prepare budget submissions, and operating effectively against the faculty's budget allocation, with monthly reviews of its budget;
- Effectively and efficiently manage the Faculty resources;
- Report professionally on key Faculty activities and responsibilities, including service quality and academic outcome;
- Being responsible for providing high level support, advice and reports to the Vice-Chancellor on the portfolio operations and on the University's strategies and compliance matters;
- Being responsible for demonstrating high level of engagement, participation and commitment for change and development programmes initiated by the Vice-Chancellor.

2008 – 2012 (Head of Civil)

- Prepare and guide Diploma and Undergraduate programmes (Civil) for accreditation under Malaysian Qualifications Agency and Engineering Accreditation Council, Malaysia
- Coordinator of students' competitions such as Concrete Frisbee, Build and Break, Nehemiah Wall Design Competition, Model Bridge Competition
- Coordinator in developing course structures for new programme and reviewing curriculum for the existing programmes
- Assist in marketing activities (preparation of marketing material, participating in educational fair, open/info day, workshop, talk)
- Being responsible in recruitment of new students (handling enquiries, conducting Portfolio Review Committee meetings)
- Being responsible for Programme management (workload allocation to the lecturers, class size monitoring, monitoring student's attendance, early warning system, academic performance of students, handling students' appeals)
- Prepare the budget allocation for the discipline
- Counselling to the staff as well as the parents/students
- Being responsible for laboratory management (workload allocation to lab staff, conduct meeting with lab staff, prepare the purchase requisition for new equipments, consumable materials, equipment maintenance)
- Assist in Staff's performance review and new staff recruitment

3.2 Teaching and Research

2015 to July 2017

- Conducting lectures on the subject of Hydraulics 1, Hydraulics 2, Hydraulics 3 and Sedimentation and Erosion Engineering
- Supervising final year projects and group design projects of students in MEng and BEng programmes
- Serves as Internal Assessor for PhD students
- Carry out research on Rainfall Runoff Modeling, Engineering Education, Women in Engineering, Analysis of Flood and Low flow for selected river basins in Malaysia and Myanmar

2000 to Dec 2014

- Conducted lectures on the subject of Engineering Hydrology, Fluid Mechanics, Open Channel Hydraulics, Water Engineering in the BEng. (Hons) in Civil Engineering programme
- Conducted lectures on the subject of Surveying, and Structural and Stress Analysis 1, Water Engineering, Fluid Mechanics in the UK Degree Transfer programme
- Conducted lectures on the subject of Hydrology and Hydraulics, Fluid Mechanics, Surveying, Mechanics of Materials and Engineering Statics in the Diploma programme
- Supervised projects of students in Diploma programme, UK Degree Transfer programme and BEng. (Hons) in Civil Engineering programme
- Carried out research on Rainfall Runoff Modeling, Engineering Education, Women in Engineering, Analysis of Flood and Low flow for selected river basins in Malaysia and Myanmar

1994 to March 2000

- Conducted lectures on the following subjects in the post-graduate programme in Water Resources Engineering
Surfacewater Hydrology, Groundwater Hydrology, Water System Analysis, Open Channel Hydraulics, Computer Methods, Stochastic Hydrology, Design of some Hydraulic Structures
- Conducted lectures on the subject of Engineering Hydrology in the undergraduate programme
- Supervised theses of post-graduate students in the field of Water Resources Engineering
- Carried out research on Rainfall Runoff Modeling and Low flow Analysis

1987 to 1994

M.Sc. and Ph.D studies at Free University Brussels, Belgium

- Conducted tutorials on the subject of Statistical Applications in Hydrology in the post-graduate programme
- Supervised the theses of post-graduate students as a co-promoter

1982 to 1987

- Conducted tutorials on the general civil engineering subjects in the undergraduate programme in Civil Engineering
- Conducted laboratory experiments on the subjects of Fluid Mechanics, Open Channel Hydraulics in the undergraduate programme
- Supervised the Surveying practical classes

4. Professional Services

4.1 Conference Chair/Editor

- 26th International Conference on CAD/CAM, Robotics and Factories of the Future 2011 (CARs & FOF), KL, Malaysia, 2011

4.2 Member of Faculty Committees

- E – learning school committee (August 2002)
- Teaching and Learning committee (2006 – 2009)
- Mind-mapping group of Research, Research and Development and Consultancy Group (2007)
- Team leader in “Upgrading lab facilities” team (2007)
- Dean’s Committee (2008 – 2012)
- Senate member (2011 – 2012)
- Faculty Research committee (Engineering) (2012 to 2014)

4.3 Member of Editorial Boards/Review committee/Technical programme committee

- International Conference on Recent and Advanced Technologies in Engineering, (iCREATE 2009), Pan Pacific KLIA, Malaysia, 2009
- 26th International Conference on CAD/CAM, Robotics and Factories of the Future 2011 (CARs & FOF), KL, Malaysia, 2011 (ISBN 978-983-44947-3-5)
- 2014 IEEE Colloquium on Humanities, Science and Engineering (CHUSER 2014)
- Conference on Advanced Micro and Nanocomposite for Engineering 2014 (ICNC2014)
- International Scientific Committee (CARs and FOF 2014)
- International Civil and Infrastructure Engineering Conference 2014 (InCIEC 2014)
- International Post Graduate Colloquium on Science and Technology 2014 (IPCOST 2014).

4.4 Contribution through Community Service

- Treasurer, INTI Seminar on Teaching and Learning, 2008
- Treasurer, International Conference on Recent and Advanced Technologies in Engineering, (iCREATE 2009)

4.5 Scholarly Activity

- Talk on “VUB Rainfall-runoff modeling on basin scale”, 2005, ICM
- Presentation on ‘A pilot study on women’s involvement in engineering’, 2007, INTI-UC
- Presentation on ‘Women in Engineering’, 2008, INTI-UC
- Colloquium session for Staff on “Comparative Study on Learning Styles of Students from Different Disciplines”, 2013, INTI-IU
- Chairperson for a session in International Conference in Teaching and Learning (ICTL) 2013, Session 2A at Conference B on 14 November 2013

5. Publications

Book

1. Vandewiele, G.L., C.-Y. Xu, and Ni-Lar-Win, **Methodology for constructing monthly water balance models on basin scales** (Second Edition), Publication of Laboratory of Hydrology, 20, Vrije Universiteit Brussel, Belgium, 60pp., 1991.
2. Vandewiele, G.L., C.-Y. Xu, and Ni-Lar-Win, **Methodology and comparative study on monthly water balance models in Belgium, China and Burma**, Centre for Statistical and operational Research, Vrije Universiteit Brussel, Belgium, 48pp., 1991.
3. Ni-Lar-Win, **Contribution to rainfall-runoff modelling on basin scale**, Laboratory of Hydrology and Center for Statistics and Operational Research, Free University Brussels, Belgium, 217pp. 1994.

Journals

1. Vandewiele, G.L., C.-Y. Xu, and Ni-Lar-Win, **Methodology and comparative study on monthly water balance models in Belgium, China and Burma**, Journal of Hydrology, 134, pp. 315-347, 1992, ISSN: 0022-1694.
2. Ni Lar Win, **Methodology for constructing monthly water balance models in Belgium**, Journal of Civil Engineering, Yangon Technological University, Vol. 1, No. 1, pp. 65-81, 1994.
3. Vandewiele, G.L. and Ni-Lar-Win, **Monthly water balance models for 55 basins in 10 countries**, Journal of Hydrological Sciences, 43(5), pp. 688-697, 1998, ISSN: 0262-6667.
4. Ni Lar Win and Khin Maung Win, **A study on storm water system in a city with rapid urbanization**, in International Journal of Engineering and Technology, Issue 1, Vol.1, 2010. ISSN: 2180-3633.
5. Ni Lar Win and Khin Maung Win, **Perceptions of academics on women in engineering education and workplace**, Journal of Institutional Research South East Asia, JIRSEA, Vol. 11, No.1, pp. 28-41, 2013, ISSN: 1675-6061.
6. Ni Lar Win and Khin Maung Win, **The probability distributions of daily rainfall for Kuantan river basin in Malaysia**, International Journal of Science and Research, IJSR, Vol. 3, Issue 8, pp. 977-983, 2014, ISSN: 2319-7064.
7. Ni Lar Win and Khin Maung Win, **Low flow frequency analysis on selected river in Malaysia**, International Journal of Earth Sciences and Engineering, IJEE, Vol. 07, No. 04, pp. 1316 – 1322, 2014, ISSN: 0974-5904.
8. N. L. Win and S. D. Wynn, **Introducing blended learning practices in our classroom**, Journal of Institutional Research South East Asia, JIRSEA, Vol. 13, No.2, pp. 17 - 27, 2015, ISSN: 1675-6061.

Proceedings

1. Vandewiele, G.L., C.-Y. Xu, and Ni-Lar-Win, **Regionalization of model types and parameter values of parsimonious monthly rainfall runoff models**, In Advances in Water Resources Technology, Proceedings of the European Conference on Advances in Water Resources Technology, Athens, G. Tsakiris (Ed.), Balkema, Rotterdam, pp. 27-34, 1991.

2. Ni-Lar-Win and G.L. Vandewiele, **Optimization methods used in conceptual daily rainfall runoff models**, In: Computer Techniques and Application, W.R. Blain and E. Cabrera (Eds.), pp. 319-328, 1992.
3. Ni-Lar-Win and G.L. Vandewiele, **Conceptual daily rainfall runoff models using correlation analysis**, In: Extended Abstracts of 2nd International Conference on FRIEND 93, A. Herrmann (ED.), Braunschweig, Germany, pp. 285-287, 1993.
4. Ni-Lar-Win and G.L. Vandewiele, **Verification of VUB monthly water balance models on some West African catchments** (abstract) in EOS Trans. AGU, USA, Oct 26, 1993.
5. Vandewiele, G.L., and Ni-Lar-Win **Monthly water and snow balance models on basin scale**, In: Runoff and Sediment Yield Modelling, K. Banasik and A. Zbikowski (Eds.), Warsaw, pp. 83-88, 1993.
6. Vandewiele, G.L. and Ni-Lar-Win, **Forecasting and return periods of floods by correlation analysis in daily rainfall runoff models**, In: Advances in Water Resources Technology and Management, Proceeding of the Second European Conference on Advances in Water Resources Technology and Management, Lisbon, G. Tsakiris and M.A. Santos (eds.), Balkema, Rotterdam, pp. 65-69, 1994.
7. Ni Lar Win and Khin Maung Win, **A pilot study on women's involvement in engineering**, Conference Proceedings on "Sufficiency and Sustainability in Higher Education – An Agenda", organized by 7th Annual SEAAIR, at Assumption University, Bangkok, Thailand, 5-7 September 2007. pp.101 - 111. ISBN: 978-974-615-279-2 .
8. Ni Lar Win, Koh Yit Yan and Khin Maung Win, **Comparative study on learning styles and educational backgrounds in engineering**, Conference Proceedings on "International Conference on Teaching and Learning (ICTL 2007)" organized by INTI-UC, in Putrajaya Marriott Hotel, November 15 – 16, 2007.
9. Nirwan Idrus, Koh Yit Yan and Ni Lar Win, **Towards a globalized Southeast Asian university through reformation and transformation** in the conference 2007 ASAIHL "Leadership for Globalisation in Higher Education: Lessons and Opportunities", organized by Curtin University of Technology, Perth, Australia, 5 – 7 December 2007.
10. Khin Maung Win and Ni Lar Win, **A comparative study on learning preferences among engineering students**, In: Institutional Capacity Building Toward Higher Education Competitive Advantage, Proceeding of the 8th Annual SEAAIR, Indonesia, pp. 629-637, 2008. ISBN: 978-979-95679-2-5 .
11. Ni Lar Win and Khin Maung Win, **A study on storm water system in a city with rapid urbanization**, (abstract) in International Conference on Recent and Advanced Technologies in Engineering, Malaysia, 2009.
12. Ni Lar Win and Khin Maung Win, **The effect of students' learning styles on academic performance in engineering education**, Proceeding of the "26th International Conference on CAD/CAM, Robotics and Factories of the Future 2011" (CARs & FOF), Kuala Lumpur, pp. 224-230, 2011. ISBN: 978-983-44947-3-5.
13. N. L. Win, K.M. Win and T. Naing, **Application of monthly water balance models to the Sittaung catchments in Myanmar**, Abstract in 2nd International Conference on Water Resources, Malaysia, 5-6 November 2012.
14. Ni Lar Win, San Dar Wynn and Khin Maung Win, **Comparative study on learning styles of students from different disciplines**, In: Culturalizing World Class Higher Education in ASEAN, Proceeding of the 12th Annual SEAAIR, Malaysia, pp. 153-157, 2012. ISBN: 978-967-5224-95-9.

15. Ni Lar Win and Khin Maung Win, **A study on the perceptions of academics on women in engineering**, In: Culturalizing World Class Higher Education in ASEAN, Proceeding of the 12th Annual SEAAIR, Malaysia, pp. 250-254, 2012. ISBN: 978-967-5224-95-9.
16. Ni Lar Win and Khin Maung Win, **Comparative study of flood frequency analysis on selected rivers in Myanmar**, Published in the Proceeding of the International Civil and Infrastructure Engineering Conference, Malaysia, 2013, ISBN: 978-981-4585-02-6.
17. Ni Lar Win and Khin Maung Win, **Academic performance of female students in civil engineering**, published in SEAAIR 2013, October 2013, Surabaya, Indonesia. pp. 34-38, ISBN: 978-602-14459-0-7.
18. Ni Lar Win, San Dar Wynn and Khin Maung Win, **A pilot study on academic performance of international students in a private university**, published in SEAAIR 2013, October 2013, Surabaya, Indonesia. pp. 29 – 33, ISBN: 978-602-14459-0-7.
19. Ni Lar Win, San Dar Wynn and Khin Maung Win, **Comparative study on academic performance of international students**, published in 4th International Conference on Teaching and Learning, 13-15 November 2013, Bangkok, Thailand. pp. 676-684, ISBN: 978-616-91884-0-7.
20. Ni Lar Win and Khin Maung Win, **Academic performance and perceptions of female students in civil engineering**, Taylor's 7th Teaching and Learning Conference 2014 (TTLC2014), 14-17 November 2014.
21. Ni Lar Win, Khin Maung Win and San Dar Wynn, **Study on Academic Performance of International Students**, Taylor's 7th Teaching and Learning Conference 2014 (TTLC2014), 14-17 November 2014.
22. Ni Lar Win, **Monitoring academic performance of international students**, published in SEAAIR 2015, September 2015, Hanoi, Vietnam. pp. 306-312, 2015. ISBN: 978-604-59-4639-8.
23. Ni Lar Win, **Flood frequency analysis of Kelantan River in Malaysia**, published in e-proceeding in ICWR2015, International Conference on Water Resources, 2015, Langkawi, Malaysia.
24. Ni Lar Win, **Low flow analysis of Chindwin River in Myanmar**, published in e-proceeding in ICWR2015, International Conference on Water Resources, 2015, Langkawi, Malaysia.

6. Project supervision

A. Co-promoter for MSc. Thesis at Free University Brussels, Belgium

1. P.P. G Dias (1993)
2. Atalabachew Elais (1993)
3. Abayneh Bereket Beyene (1992)

B. Supervisor for Master of Engineering (ME) Thesis at Yangon Technological University, Myanmar

1. Thaung Naing (1997)
2. Naing Aung Win (1998)

C. Internal Assessor for PhD students in Civil Engineering at The University of Nottingham Malaysia Campus

Title of the Thesis

1. Assessment of climate change impacts on rainfall series in Peninsular Malaysia using statistical methods
2. Experimental and numerical studies on behavior of bidirectional GFRP confined reinforced concrete rectangular column under eccentric loading
3. Stability of low-rise reinforced concrete structures in Malaysia subjected to earthquake

D. Supervisor for final year project in MEng (Hons) in Civil Engineering at The University of Nottingham Malaysia Campus

Final Year Engineering project (MEng (Hons) in Civil Engineering)

<i>Session</i>	<i>Title of the project</i>
September 2015	Soil erosion assessment using RUSLE with GIS on the Hulu Langat District of Malaysia Comparative study of flood frequency analysis on selected rivers in Malaysia Spatial and temporal characteristics of rainfall in Sabah
September 2016	Estimation runoff using HEC-HMS model for Sungai Kayu Ara Rainfall-Runoff Modelling using Artificial Neural Network on the Hulu Langat River Basin of Malaysia Prediction of Rainfall-Runoff Processes Using HEC-HMS Model for Klang Watershed in Malaysia

E. Supervisor for final year project in BEng (Hons) in Civil Engineering at INTI International University

Final Year Engineering project (BEng (Hons) in Civil Engineering)

<i>Session</i>	<i>Title of the project</i>
January 2011	Design of Drainage system for urban stormwater
August 2013	A study on optimal operation and planning of reservoir systems Runoff estimation using HEC-HMS hydrologic modeling system Development of rainfall runoff relationships for selected catchments Estimation of sediment yield of selected reservoir catchments A study of low flow frequency analysis on selected rivers A study of impact of infiltration methods on rainfall runoff simulation
January 2014	Study on water balance models for selected catchments
August 2014	Comparison of parameter estimation methods in probability fitting to hydrological events Analysis of low flows in selected river catchments

F. Supervisor for final year project in Interdisciplinary Engineering Design Project at INTI International University

Interdisciplinary Engineering design project (UK Degree Transfer Programme & Inti Adelaide Transfer Programme)

<i>Session</i>	<i>Title of the project</i>
April 2001	To design a multipurpose dam
August 2001	Computerized farm watering system***
December 2001	Computerized flood control system
April 2002	Automatic clothes hanger
August 2002	Infrared censored draw bridge
December 2002	Automatic weather station***
April 2003	Automatic traffic flow detector for toll
May 2005	Development of a current meter to determine the discharge of a stream
Jan 2006	Underground solid waste disposal system for quality apartments***
May 2006	Automatic fire protection system for quality apartments***
May 2006	Design of a vertical axis wind turbine for a residence
May 2007	Design of a viewing tower with rotating upper levels
May 2008	Design of a dam with spillway gates
May 2009	Judge for the creative prototype in Best Project Competition
May 2010	Efficient wastewater treatment system for a food processing industry

*** Best project awarded

G. Supervisor for final year project in Diploma in Civil Engineering at INTI International University, Malaysia

Engineering design project (Diploma in Civil Engineering)

<i>Session</i>	<i>Title of the project</i>
December 2000	Cost evaluation of different types of channels for a given discharge
April 2001	Design a three storey super market for Nilai town
August 2001	To estimate reservoir capacity for a city water supply
August 2001	Design and installation of glass paneling for high rise Building
August 2002	To design an elevated water storage tank
December 2002	To design a cable-stayed bridge
April 2003	A study on hydraulic design of different types of spillway
December 2003	Estimation of water availability from a catchment
April 2004	Design of a double storey bungalow with recreation Basement***
May 2006	To design a steel water tank for a specific location
May 2006	Computer oriented alluvial channel design for irrigation
May 2006	Design a glass building for commercial planting cactus
May 2006	Effect of strength on concrete properties mix with straw
May 2006	Design a two-hinged arch bridge for light traffic***

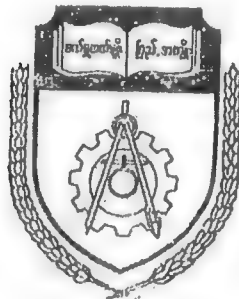
January 2007	Design a pontoon bridge for light traffic**
	A study on solid waste transformation through incineration
May 2007	Design of a levee as a flood control structure***
January 2008	Hydraulic design for a submerged water gate with different shapes
August 2011	Bamboo as a construction material

*** Best project awarded

** First runner up of Best project award

RANGOON INSTITUTE OF TECHNOLOGY

RANGOON, BURMA



TRANSLATED VERSION OF THE DEGREE CERTIFICATE
RANGOON INSTITUTE OF TECHNOLOGY

The Degree in Bachelor of Engineering
(Civil) Architecture

is awarded to Ma Ni Lar Win

son / daughter of U Win

(Passed With Credit)
September. 1981

~~National~~ Registration Card No. T/IRGN-018698

Sd/-(Khin Aung Myi)
Rector

Registration No. 6735

Rangoon Institute of Technology

Sd/-(Thet Lwin)
Registrar

Rangoon Institute of Technology

Dated. 22 Jan. 1983



She gained distinction in the following subjects.

1. Soil Engineering.
2. Water Resources Engineering.
3. Public Health Engineering.

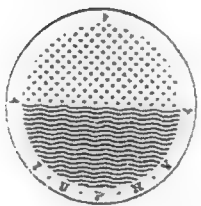
Dated. 4.7.1986

Fee Ks. 5/-

Receipt No. 36 /Book No. 13064

[Signature]
Registrar
Rangoon Institute of Technology
7.7.86

C. L. Melchior



VRIJE UNIVERSITEIT BRUSSEL



The Faculty of Applied Sciences of the FREE UNIVERSITY BRUSSELS

certifies that **NI-LAR-WIN**

born on 15 August 1959

at

Mandalay (Burma)

having fulfilled all requirements, having passed all prescribed examinations of the
INTERUNIVERSITY POSTGRADUATE PROGRAMME IN HYDROLOGY

with special reference to **Surface Water Hydrology**

and having presented a thesis entitled
Burmese catchments

Monthly rainfall runoff models for Belgian and

has been awarded the degree of

MASTER OF SCIENCE IN HYDROLOGY

with the grade **VERY GOOD**

Date 22 September 1989

DIRECTOR OF THE PROGRAMME

HOLDER

MEMBERS OF THE JURY

DEAN OF THE FACULTY

RECTOR OF THE UNIVERSITY



DEGREE CERTIFICATE

The undersigned, Rector of the Vrije Universiteit Brussel, hereby award on the basis of the decision by the examining board of *the Faculty of Applied Sciences*

to *Miss NI-LAR-WIN*

born in *Mandalay (Myanmar)*

on *August 15, 1959*

the university degree of *Doctor in Applied Sciences*

with the classification *great distinction*

and confirm that the legal stipulations and requirements regarding the universities of the Flemish Community have been complied with.

Brussels, *April 19, 1994*

THE HOLDER

THE RECTOR

fac nr.

Translation



Landbouwniversiteit
Wageningen

Vakgroep Waterhuishouding
Department of Water Resources

VYSOKÁ ŠKOLA ZEMĚDĚLSKÁ V PRAZE

FAKULTA AGRONOMICKÁ
FACULTY OF AGRICULTURE
AGRICULTURAL UNIVERSITY PRAGUE DEPARTMENT OF WATER RESOURCES

CERTIFICATE OF ATTENDANCE

Name: NI-LAR-WIN

Date of birth: 15/08/1959 Place of birth: BURMA

has completed with success the short intensive course on:
"DECISION MAKING FOR ENVIRONMENTALLY ORIENTED
WATER RESOURCES MANAGEMENT"
held at the Agricultural University Prague from 1 - 5 June 1992.

Agricultural University Prague

Wageningen Agricultural University

Prof. Dr. P. Kovar
National Coordinator CSFR
of EWA-Ring

Prof. Dr.-Ing. J.J. Bogardi
Coordinator of EWA-Ring

ASIAN PRODUCTIVITY ORGANIZATION

CERTIFICATE

This is to certify that

Dr. NI LAR WIN

has completed

***Training Course on Resource Conservation and
Environmental Protection***

sponsored by

Asian Productivity Organization

and implemented by

***Japan Productivity Center for
Socio-Economic Development***

16 September - 9 October 1997


Secretary-General

**Subregional Environment Training and Institutional Strengthening
for the Greater Mekong Subregion**



Certificate of Completion

*This is to certify that
Dr. Ni Lat Win*

has attended and successfully completed

ADB Training Course in Urban Environmental Planning

Yongon, Myanmar

3 February 1998

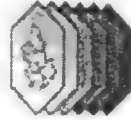
Date

K. F. Lwin, Chief

Office of Environment and Social Development

under Asian Development Bank

RETA 5684 REG



Educate12

3 & 4 July 2012 • Intercontinental Kuala Lumpur

Transformation in Higher Education : Assessing Learning Assessment

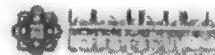
Organized by:

AKEPT
AKSI
KUALA LUMPUR
EDUCATION
TRUST

6KET | 1

MONASH University
Sunway campus

In collaboration with:



This is to certify that

NI LAR WIN

has participated in

EDUCATE 12

**"Transformation In Higher Education:
Assessing Learning Assessment"**

DATUK PROFESOR DR. ROZIAH BT OMAR
Director of AKEPT

Ministry of Higher Education & Science

PROFESSOR ROBIN POLLARD
President and Chief Executive
Monash University Sunway Campus



LAUREATE
INTERNATIONAL
UNIVERSITIES®

Certificate of Completion

Awarded to

Ni Lar Win

From

INTI International Universities and Colleges

For successfully completing the 20 hour course

Laureate Faculty in the Twenty-first Century

August 2013

Germán Ramirez, Ed. D.
President
Laureate Network Products & Services

Solangel Corpeño
Laureate Faculty Development Manager
Laureate Network Products & Services

Certificate No. 201307



13th Annual SEAAIR Conference
"Entrepreneurship in Higher Education and Institutional Effectiveness"
Certificate of Appreciation

given to

Ni Lar Win


for participating in the above mentioned conference as

Presenter

on 7-9 October 2013
Jogjakarta Plaza Hotel, Jogjakarta, Indonesia
hosted by Universitas Ciputra, Surabaya, Indonesia

Assoc. Prof. Teay Shawyun, Ph.D.
President of SEAAIR

Dr. Yusak Anshori
Organizing Chairman, SEAAIR 2013

 2013 International Civil and Infrastructure Engineering Conference

CERTIFICATE OF PARTICIPATION

This is to certify that

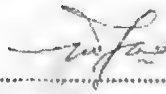
NI LAR WIN

has participated as

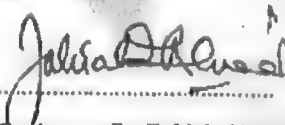
PRESENTER

in the International Civil and Infrastructure
Engineering Conference (InCIEC 2013)

Pullman Hotel, Kuching, Sarawak, MALAYSIA
22nd ~ 24th September 2013



Dr. Rohana Hassan
General Chair
International Civil and Infrastructure
Engineering Conference (InCIEC 2013)



Assoc. Professor Dr. Zakiah Ahmad
Director
Institute for Infrastructure Engineering and
Sustainable Management (IIESM)
Universiti Teknologi MARA

Organised by:



Co-Organised by:



Supported by:





Certificate of Participation

This is to certify that

Ni Lar Win

has participated in

TAYLOR'S 7th TEACHING & LEARNING CONFERENCE

Holistic Education: Enacting Change

15 – 16 November 2014

Taylor's University Lakeside Campus, Subang Jaya, Malaysia

Assoc. Prof. Dr. Tang Siew Fun
Chairperson, TTLc2014
Director,

Integrated Teaching and Lifelong Learning Centre at Taylor's (INTELLECT)
Taylor's University



Certificate of Participation


is given to

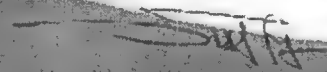
NI LAR WIN

for his/her involvement in the 15th Annual SEAIR International Conference :
"Internationalization and Inclusivity of Higher Education in South East Asia:
Perspectives, Practices and Pragmatics"

30th September - 2nd October 2015
at Foreign Trade University, Hanoi, Vietnam




Assoc. Prof. Dr. Bui Anh Tuan
President of FTU


Assoc. Prof. Dr. Teay Sharyun
President of SEAIR



"Sustainable Solutions to Global Change - Challenge on Water and Environmental Security"

The 3rd International Conference On **WATER RESOURCES**

ICWR-2015

24 - 25
NOVEMBER 2015

BAYVIEW HOTEL
LANGKAT, KEDAH, MALAYSIA

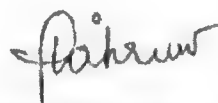
Certificate of Attendance

THIS IS TO CERTIFY THAT

NI LAR WIN

HAS SUCCESSFULLY PRESENTED A PAPER ENTITLED

Flood Frequency Analysis of Kelantan River in Malaysia



Prof. Dr. Sobri Harun,
Chairman, ICWR 2015



Sustainable Solutions to Global Change: Challenges on Water and Environmental Security

The 3rd International Conference On **WATER RESOURCES**

ICWR-2015

24 - 25
NOVEMBER 2015

BAYVIEW HOTEL
LANGKAT, KEDAH, MALAYSIA


Certificate of Attendance

THIS IS TO CERTIFY THAT

NI LAR WIN

HAS SUCCESSFULLY PRESENTED A PAPER ENTITLED

Low Flow Analysis of Chindwin River in Myanmar


Prof. Dr. Sobir Harun,
Chairman, ICWR 2015



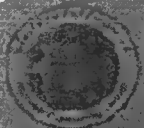
ORGANIZED BY





WITH THE COLLABORATION OF:



PE Identity card

 **MYANMAR ENGINEERING COUNCIL**
(M.Eng.C.)
PROFESSIONAL ENGINEER (P.E.)

Name	: Engr. Dr. Ni Lar Win, P.E.	
NRC No	: 12/MaYaKa(N)/10084	
Discipline	: Water Resources	
Registration No	: 0474	
Issue Date	: 15.8.2016	
Valid up to	: 31st December 2017	
Address	: No. 248(3), Masoeyeln Kyaung St, Lane (1), Mayangone Tsp, Yangon, Myanmar	


President

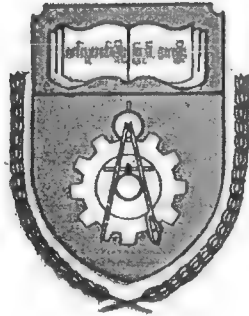
Curriculum Vitae



Dr. Toe Toe Win

- Occupation**
- : Principal Design Engineer (Toe and Associate Structural Design Co. Ltd.)
 - : Member (C.Q.H.P., Committee for Quality Control of high-rise Building Construction Projects)
 - : Visiting Associate Professor (Y.T.U)
 - : Structural Design Engineer (Y.C.D.C)
 - : Consultant (H.I.C , Y.C.D.C)
- Date of Birth** : 8th June 1966
- Nationality** : Myanmar
- Religion** : Buddhist
- Academic Qualification:** B.E. (Civil), 1991 (Yangon Technological University).
- M.C.M. (Master in Construction Management),
2000 (Technical University of the Philippines).
- Ph.D (Civil-Structure), 2009 (Yangon Technological University).
- Language** : Myanmar, English
- Field of Interest** : Teaching, Structural Design Works,
- Teaching Experience** : 1992, April to 2015 July
(Associate Professor, Civil Engineering Department, Y.T.U)
- 2015, September to Present
(Visiting Associate Professor, Civil Engineering Department, Y.T.U)

ရန်ကုန် စက်မှုတက္ကသိုလ်



အင်ဂျင်နီယာဘွဲ့

..... ဦးညွန့်စောင့်၏သား / စောင့်တိုးတိုးဝင်း အား

အင်ဂျင်နီယာဘွဲ့ (မြို့ပြ) ကို

အပ်နှင်းချီးမြှင့်လိုက်ပါသည်။

..... (အစီရင်ခံစာရေးဆရာ)

JUL 1991

ဘွဲ့မှတ်ပုံတင်အမှတ်..... 11400

မောင်ကုန်းထိန်း

ရန်ကုန်စက်မှုတက္ကသိုလ်

၆

၁၂



Cyber

ပါမောက္ခချုပ်

ရန်ကုန်စက်မှုတက္ကသိုလ်

၁၃

ရက်စွဲ 2 JAN 1993

Other Qualifications

- **Senior Licensed Surveyor (Y.C.D.C)**
- **Structural Licensed Engineer (Y.C.D.C)**
- **Accredited Checker (Y.C.D.C)**
- **Fellow M.E.S., A.C.P.E., P.E., ASEAN Engineer.**
- **Address....** Building: 2, Room (9), Hlaing Myinmo Housing, Kan Street, 10 Quarter, Hlaing Township. Tel: +95-95014485
- **Email:** toetoewin.civil@gmail.com, toeandassociate@gmail.com

Dr. Toe Toe Win

Republic of the Philippines
Technological University of the Philippines
Manila

To all Persons To Whom These Presents May Come
Greetings:

*Be it known that, pursuant to the provisions of Presidential Decree No. 1518
otherwise known as the University Charter, the Board of Regents, upon the recommendation
of the Academic Council, has conferred upon*

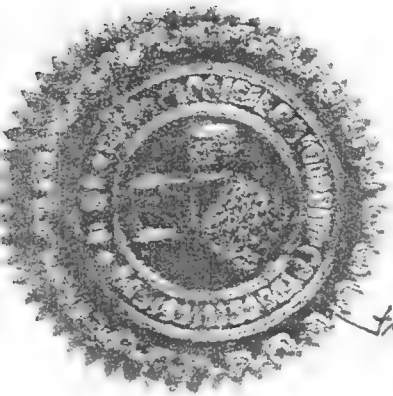
Toe Toe Win

THE DEGREE OF
MASTER IN MANAGEMENT

with all the rights, and privileges as well as the obligations and responsibilities thereunto appertaining.

*In testimony thereof, the seal of the University and the signatures of the President,
the Dean of the College and the Registrar are hereunto affixed.*

*Given in the City of Manila, Philippines this 22nd day of March
in the year of our Lord, two thousand.*



Heriberto R. ...
President

Luis L. Baratan
Dean of the College

Alfredo ...
Registrar



ရန်ကုန်နည်းပညာတက္ကသိုလ်

YANGON TECHNOLOGICAL UNIVERSITY

အင်ဂျင်နီယာ ပါရဂူဘွဲ့ (ဖိလို့.လ)

Doctor of Philosophy (Civil)

..... ဦးညွန့်မောင် ၏ သား/ဆီး/မောင်တို့/တို့ဝင်း အား

အင်ဂျင်နီယာ ပါရဂူဘွဲ့ (..... ဖိလို့.လ)

ကို အပ်နှံချီးမြှင့်လိုက်သည်။

MAY 2009

The degree of Doctor of Philosophy (

Civil

)

is awarded to

Mawng Toe Toe Win son / daughter of U Nyunt Mawng

အမျိုးသားမှတ်ပုံတင်အမှတ် (National Registration Number) ၄/၂၁/အ.အ. (မောင်) ၀၀၃၄၃၁

ဘွဲ့ရမှတ်ပုံတင်အမှတ် (Graduate Registration Number) 27043



ပေး ပေး စိုး

မော်ကွန်းထိန်း

ရန်ကုန်နည်းပညာတက္ကသိုလ်

Registrar

Yangon Technological University

ဟိုး.အေ

ပါမောက္ခချုပ်

ရန်ကုန်နည်းပညာတက္ကသိုလ်

Rector

Yangon Technological University

ရန်ကုန်မြို့ ၂၀၁၀ ခု မတ် ၂၀ ရက်

20 MAR 2010

Yangon,



THE REPUBLIC OF THE UNION OF MYANMAR
MINISTRY OF CONSTRUCTION
MYANMAR BOARD OF ENGINEERS
REGISTRATION FOR PROFESSIONAL ENGINEERS

THIS IS TO CERTIFY THAT PURSUANT
TO THE REGISTRATION OF ENGINEERS REGULATIONS 2012

DR. TOE TOE WIN

IS DULY REGISTERED AS A

PROFESSIONAL ENGINEER (P.E.)

IN

STRUCTURE

IN THE REPUBLIC OF THE UNION OF MYANMAR AND IS ENTITLED TO
ALL THE RIGHTS AND PRIVILEGES CONFERRED IN SAID REGULATIONS




WITNESS OUR HAND AND SEAL
CERTIFICATE NO.0055

THIS 24th DAY OF August 2013.

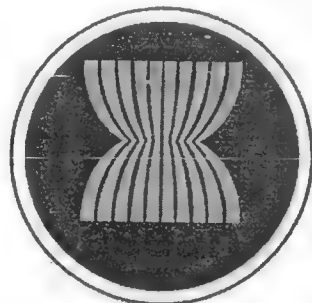
(This Registration is valid up to 31st DECEMBER 2014)


REGISTRAR


CHAIRMAN

Certificate No. : ACPE-00595/MM

Date of Issue : 4 September 2013



Certificate of Registration as an

ASEAN CHARTERED PROFESSIONAL ENGINEER

This is to certify that

DR. TOE TOE WIN

Registration No. : 0055

Field of Expertise/ Discipline : Civil

having satisfied the requirements of the
ASEAN Mutual Recognition Arrangement on Engineering Services
is registered as an

ASEAN Chartered Professional Engineer




U Than Myint

Chairman
ASEAN Chartered Professional Engineer
Coordinating Committee



U Kyaw Linn

Chairman
Myanmar Monitoring Committee

Curriculum Vitae

Hans Michael Guelich

Date of birth: July 9, 1958
Place of birth Neumuenster/Germany
Marital status: Married to Dr. Ulrike Guelich ^{1.)}
Address: 99/4 Samanchan-Barbote 2,
Sukhumvit 42 Rd., Phrakhanong, Klongtoey,
Bangkok 10110 / Thailand
Mobile: +66 (0)86 40 80 340
Email: hans.guelich@gmail.com



Professional Work:

- Since 05/2015 (ongoing): **Full-time university lecturer, Project Leader and Research Fellow** on entrepreneurship education at BUSEM Bangkok University School of Entrepreneurship Management. <http://busem.bu.ac.th/>
Guest lecturer at KMITL King Mongkut's Institute of Technology Ladkrabang
Guest lecturer at Webster University Thailand.
- 06/2014-04/2015: **Guest university lecturer and Project Leader Summer University** at BUSEM Bangkok University School of Entrepreneurship and Management
- 01/2012-05/2014: Being cured to full strength to work after a serious protracted illness: (cancer treatment and stem cell transplant by Prof. Dr. Surapol Issaragrisil inpatient and outpatient at Wattanosoth Cancer Hospital/Bangkok Hospital)
- 12/2010-12/2011: **Consultant** for Corporate Strategy and International Business Development, Research on the property market in Phuket/Thailand,
Analysing the offered co-venturing of SEA Property Ltd., rejected by me.
- 2009 – 02/2011: **Management Guelich GmbH & Co. KG**, with focus on:
Sell-off business area I (Bricks for the construction industry):
Naming rights, company value and commercial activity sold to the major competitor, the world largest brick producer.
Sell-off Business area II (Software for the automotive industry)
Source code sold to the key-customer, worldwide one of the top 10 of the Automobile Manufacturers.
- 2001 - 2009: **Founding Owner and Executive Board Member:** Guelich Technologies AG.
Business Portfolio: Production of bricks for the construction industry -since 1886- and development of software for the automotive industry -start-up-
- 1995 - 2000: **Owner and General Manager GM** of Fr. Guelich e.Kfm. (registered sole trader).
Lateral entrant. MBI Management buy-in. Acting as the 4th Generation of the Family Business. Now Specialization and focusing on engineering bricks for sewer systems and starting Software development for the own production (1995) and for external customers (1997).
- 1994 – 1995: **Consultant to the Executive Board** of Braas Roofing materials, Oberursel/Taunus.
(Lafarge - world leading in building materials/ PAI-Monier);
and Agent of necessity and Interim Management of Fr.Guelich
- 1986 - 1994: **Turnaround Management Consulting and Change Management** of Fr. Guelich, owned by R.M. Reinl, 3rd generation of a family business without direct successor.
Production of small sized hollow bricks for the local market, some used for sewers, after that changing to facing bricks, pavers and sewer bricks. Death of the owner 19/4/94 and partition of the estate between her heirs until 02/95.

Academia at Bangkok University:

- Since 08/2015 (ongoing): **Bangkok University School of Entrepreneurship Management (BUSEM)**
BUSEM Lecturer Graduate Program:
Master course:
ET 622 Entrepreneurial Business Planning
of the MME (Master of management in Entrepreneurship) program in cooperation
with Babson College/USA.
Academic advisor in the co-curricular B³-Incubator practicum class of the BUSEM
BABSON Entrepreneurship Master Program.
<http://www.babson.edu/>
- Since 05/2015 (ongoing): **BUSEM Relationship Management & Events:**
Building the academic and business relationships between BUSEM and
international organizations, companies, universities and making BUSEM a well-
known academic institute.
Organizing seminars and workshops with international organizations and
expanding entrepreneurship network.
- Since 09/2014 (ongoing): **BUSEM Short Academic Programs (1-3 weeks, transferable credits):**
Establishing, strategic advisor and project leader of short academic programs, e.g.
<http://summeruniversitythailand.org/>
<https://www.facebook.com/summeruniversity.thailand>
<https://www.facebook.com/BUSEM.international.week.Bangkok>
- Since 06/2014 (ongoing): **BUSEM University lecturer Undergraduate Program:**
Bachelor Courses:
IEM 326 Business Negotiations and Problem Solving
IEM 421 Project Management for Entrepreneurs
IEM 422 Special Topics in Entrepreneurship
IEM 425 Entrepreneurial Ethics and Social Responsibility
HRI 302 Entrepreneurship in International Hotel and Restaurant Business
Supervisor of Bachelor Theses:
"Feasibility Study Small Satellite Producer" (D.W.) and
"Academic Short Programs and their Effect on Entrepreneurial Interest" (B.P.)

Other Academia in Thailand:

- Since 11/2015 (ongoing) **KMITL King Mongkut's Institute of Technology Ladkrabang, Bangkok**
University Lecturer in Bachelor and Master Program. Lectures on Idea Generation
and Business Planning for KMITL Incubator and Tech Startup (KITS).
www.kmitl.ac.th/en/
commissioned by the government's Software Industry Promotion Agency (SIPA)
under the ICT Information Communication and Technology Ministry Thailand.
<http://www.sipa.or.th/en>
- Since 11/2015 (ongoing) **Webster University Academic Center Bangkok, Empire Tower Bangkok**
Guest lecturer in Bachelor and Master Program. Lectures on Idea Generation and
Business Planning.
<http://www.webster.ac.th/>
- August 2012 and August 2013 **Asian University, Chonburi/Thailand**
Supporting Summer University 2012 and guest lecturer at Summer University
2013.
<http://www.asianu.ac.th/>

Academic Research:

Since 05/2015 (ongoing):

Research on Entrepreneurship,
focus on science based technology and entrepreneurial IT concepts in industrial 24/7 production.

Invited as Author for the Book Chapter "Entrepreneurship in Smart Manufacturing 4.0" for China Blue Book of Management Science 2016 and invited for presentation at Dong Shahu Forum, China Management Forum 100, 15-16 October 2016.

http://www.sipac.gov.cn/english/news/201510/t20151020_394063.htm

Research on Entrepreneurship Education,
focus on gender related differences and concepts of entrepreneurship mediation and serendipitous entrepreneurship, introducing a new concept of entrepreneurship education, so named "structured serendipity".

Paper presentation "Can Women entrepreneurship be empowered by short academic programs?" at Women Entrepreneurship Conference Bangkok 2015

<http://www.women-entrepreneurship.org/>

<https://www.facebook.com/womenentrepreneurshipbusem>

Paper presentation at the 2016 conference "Mapping out new landscape of higher education in SEA" of The Association of Southeast Asian Institutions of Higher Learning (ASAIHL) Thailand.

<http://www.asaihlth.ln.th/>

<https://www.researchgate.net>

Other Academia in Germany:

2006 – 2007:

Establishing new B.B.A degree program (dual vocational-university degree)
University for Cooperative Education Frankenberg newly established with a new campus and with the new B.B.A degree course "System Engineering" (today site of the Studium Plus of the Technical University Middle Hesse, Wetzlar/Germany)
Founding partner company providing a university place for the first students and Board member of the Registered Association "Workgroup of the companies the County of Frankenberg" to found the new University for Cooperative Education, in German Language "Berufsakademie" based on the model of Bosch, Mercedes etc.

2000 – 2005:

Development Private University

Kassel International Management School (founded as a Private University, today UNIKIMS The Management School of the University Kassel/Germany)
Presidium Member and member of parliament of the Chamber of Commerce Kassel, which was a financial investor and a lead investor to found the KIMS.

2002-2003

E-Learning and E-Communication in SME

Being one of the implementing ten companies of the research project "Implementation of e-learning into the business environments of small and medium-scale enterprises". Pilot Study of the federal state Hesse of the Federal Republic of Germany by Gordana Bjelopetrovic - Kierans, Kassel International Management School (KIMS)

1981 – 1986:

Master:

Dipl.Ing. (FH) – Graduate Engineer

University of Applied Sciences Koblenz/Germany,

Department of Materials Engineering, Glass and Ceramics

Master Thesis: "Thermal balance and heat budget of a heavy-oil fuelled large combustion plant in the brick industry".

Professional Education:

- 1985: **REFA Qualification**
work design, industrial organization and company development
<https://de.wikipedia.org/wiki/REFA>
- 1978 – 1980: **Diploma: Bank Business Management Assistant**
Banker, completed vocational training
BFG Bank fuer Gemeinwirtschaft, today SEB Skandinaviska Enskilda Banken (SEB)

Extra-Occupational Functions:

- 2000 – 2008: **Presidium Member of the Chamber of Commerce, Kassel, Headquarter**
(The presidium consists of 17 presidium members representing 75.000 companies / members. One of the largest chamber of commerce in Germany. Since 1763 - 250 years)
- 2000 – 2008: **Member of Parliament (MdP) of the Chamber of Commerce, Kassel, Headquarter**
(The parliament has 82 members voted by ballot of the 75.000 companies)
- 2000 – 2008: **Chairman of the Regional Committee of the chamber of commerce of the county of Waldeck-Frankenberg in North Hesse.**
- 2000 – 2008: **Member of the board of the Registered Association "Workgroup of the companies of the County of Frankenberg" (municipal affairs)**
(voted by ballot of the members)

Non-Profit Work:

Honorary Office as Established Entrepreneur and Professional :

- 2003 - 2009: **Judge at the State Finance Court/Tax Court, Hesse, Germany**
(8. Senate, formed by 5 judges, thereof 2 lay judges and 3 full-time judges)
- 2003 - 2009: **Judge at the Labour Court, Kassel , Germany**
(court formed by 3 judges, thereof 2 lay judges and 1 full-time judges)

Honorary Office as a Young Entrepreneur:

- 1995 - 1996: **Member of the National Board of Junior Chamber Germany (WJD)**

Area of responsibility:
Membership care (10.000 members, 214 local chapters, 11 boards of the counties)
Management training courses.
Support of the German delegation to the International Conferences (European Conference Den Hague/Netherlands, World Congress Glasgow/Scotland ,World Congress Busan/Korea)
Delegate 1996 to the National Convention in Surin, Thailand
Monthly magazine "Q.U.I.P."...
- 1994: **President of the local Junior Chamber Chapter Waldeck-Frankenberg**
Participant World Congress Kobe/Japan

Awards:

- 2003: **Laureate „Oskar for Small and Medium-Sized Businesses“ Germany 2003**
<http://www.mittelstandspreis.com/>
- 2001: **Laureate „Fit for the Stock Exchange“**
LRP Federal State Bank Rhineland-Palatinate (Business Plan Competition)
<https://www.rlp-bank.de/de/>
- 2000: **Laureate „Autovision Promotion North Hesse“**
3 Awards of the County of Hesse and of Volkswagen Group (Start-up Competition)
(Winner 1st round, Winner 2nd round, 2nd runner-up 3rd round)
<http://www.promotion-nordhessen.de/>
https://en.wikipedia.org/wiki/Volkswagen_Group
- 1996: **Title „JCI – Senator“**
Laureate and Honorary Lifetime Membership of Junior Chamber International
<http://www.jci.cc/senate>
- 1994: **Laureate World Award for the project „JCI-net“**
of Junior Chamber International (JCI) in Kobe/Japan
<https://www.jci.cc/>
<https://www.wjd.de/>



Hans Michael Guelich
Bangkok, May 18, 2016

1400.A. 2539

นาย / นางสาว ยันต์ ไมเคิด กุลลิต

มหาวิทยาลัย

มหาวิทยาลัย
ประจำรัฐโรนัลด์-พาลซ์

ได้เข้าร่วมการอบรม:

การอบรมเชิงปฏิบัติการและสถานประกอบการเพื่อความ

ความรู้

เทคโนโลยีสารสนเทศและการสื่อสาร

- ผ่านการประเมิน

เทคโนโลยีสารสนเทศและการสื่อสาร

ผ่านการพัฒนา

เทคโนโลยีสารสนเทศและการสื่อสาร

ผ่านการพัฒนา

เทคโนโลยีสารสนเทศและการสื่อสาร

- ผ่านการพัฒนา

เทคโนโลยีสารสนเทศและการสื่อสาร

การฝึกอบรมเชิงปฏิบัติการและสถานประกอบการเพื่อความ

ผ่านการพัฒนา

คอมพิวเตอร์

ผ่านการพัฒนา

ความรู้เกี่ยวกับการทำงาน

- ผ่านการพัฒนา

การฝึกอบรมเชิงปฏิบัติการ

ผ่านการพัฒนา

ได้ทำการฝึกปฏิบัติงานในด้าน

"การพัฒนาขึ้นรูปวัสดุ"

[ตรามหาวิทยาลัย]

วิทยาเขตโคเบลันซ์

Dr. Diana Martínez

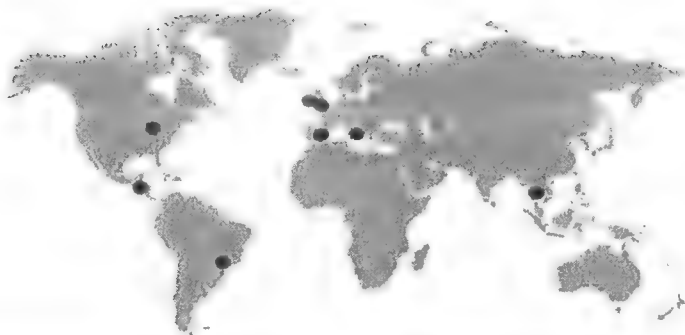
dianaphoebe@gmail.com / Spanish

Call in Thailand: 09 2379 8795

Call outside Thailand: +66 9 2379 8795

Countries lived in:

Spain, Ireland, the USA, Costa Rica
the UK, Italy, Brazil and Thailand



WORK EXPERIENCE

Jul 2017–Present → **Director of International Business Management (IBM)** at Laureate International Universities Thailand (Bangkok, Thailand)



- Advising over 500 students by guiding them during their bachelor studies in International Business Management as well as during their internship experiences in Thailand and overseas.
- Managing the team of IBM lecturers ensuring their quality of teaching and coordinating their self-development.
- Analyzing the quality, viability and sustainability of the IBM program in the university in regards of curriculum/syllabi development, consistency, future growth and constant linkage with the current world and related industries.
- Developing external relations with other academic institutions and industry closely linked to the Bachelor of Business Administration in International Business Management. Partners in the USA and in South Korea.

- Helping the Admissions and Marketing departments with the promotion of the IBM program.
- Ensuring the compliance of the program with the policies and regulations stipulated by the Thai Ministry of Education and the IACBE Accreditation.

➤ **Skills developed:** leadership and delegation, team work, integrity, psychological understanding, policy and regulation formulation, accountability, responsibility, conflict-resolution, positive discipline, motivation, communicative skills, negotiation and convincing strategies, time management, organizational skills, empathy, visionary skills.

Dec 2013–Present → **Full-time Business Lecturer and Student Council founder and mentor** at Laureate International Universities Thailand (Bangkok, Thailand) + (one MBA course in Yangon, Myanmar)

- **Subjects taught (Undergraduate and Postgraduate):** Cross-cultural Management, Managing Organizations, Principles of Management, Professional and Business Ethics, Business Communication, Business Psychology, Media and Society, Principles of Marketing and Spanish I.
- Adapted teaching style to very diverse learning styles (**over 110 different nationalities on campus**)
- Coordinated several CSR and sports activities for the students such as the inter-major football tournament.
- Founded the Student Council of the university run by students in continuation of the former Stamford Student Organization.
- Mentoring the Student Council and shaping them into the leaders and representatives of the university's student body.

➤ **Skills developed:** psychological understanding, cross-cultural understanding, empathy, fairness, integrity, responsibility, communicative skills, positive thinking, motivation, creativity and future orientation.

Jun 2014–Present → **MBA Thesis Advisor and MBA Course Developer** at Laureate International Universities Thailand (Bangkok, Thailand)

- Teaching and developing blended MBA courses (Cross-cultural management and Managing Organizations).
- Advising MBA students on final thesis and final independent studies.
- 2014-2017 – Help with the coordination of the MBA Concentration in Sports Management in partnership with the Real Madrid Graduate School assisting students and incoming lecturers from Spain.

➤ **Skills developed:** research skills, planning, cross-cultural understanding, empathy and integrity.

Nov 2016–Jul 2017 → **Associate Director of Postgraduate Studies (MBA)** at Laureate International Universities Thailand (Bangkok, Thailand)

- Helped redesign the MBA programs in regards of structure, policies and regulations, and course development.
- Organized the Orientation dates for incoming students.
- Advised current students during their postgraduate studies as well as during their final thesis or independent studies.

VOLUNTEER / CSR / SUSTAINABILITY EXPERIENCE



Feb 2014 – Present → **Volunteer English teacher** at the orphanage Mercy Centre (HDF) (Bangkok, Thailand)

- Teaching English to teenagers once a week (private tutoring and small classes of 3 students).
- Preparing students for their scholarship interviews to be able to study international high school in Norway. All the candidates prepared (4 so far) successfully passed the requirements and went to study in Norway.

Nov 2014 – Present → **Supervision of CSR plans, creation of NGOs and development of Sustainability plans** at Laureate International Universities Thailand (Bangkok, Thailand)

In my Professional/Business Ethics course taught for the last 4 years, students, through my supervision:

- developed CSR and sustainability plans for existing companies
- investigated and critiqued the role of NGOs around the world – helped real ones like for instance, in Madagascar

Jan 2017 – June 2017 → **Mentor and Coach of the international competition: Nespresso Sustainability MBA Challenge 2017** at Laureate International Universities Thailand (Bangkok, Thailand)

- Mentored, taught, coached and helped MBA students develop their sustainability plan for Nespresso

Nov 2012–Nov 2015 → **Co-founder and International Program Coordinator NGO Mais Caminhos**, (Rio de Janeiro, Brazil)

Mais Caminhos' mission is to educate motivated children and teenagers whose access to education is either denied or limited, helping them to gain the necessary instruction to be able to create a promising future. – www.living-you-dream.org - Webpage changed to <http://www.maiscaminhos.org/>

Oct 2012–Apr 2013 → **Volunteer, Caretaker, Teacher and Volunteer Coordinator** at the orphanage Casa do Caminho (Xerem, Rio de Janeiro, Brazil)

Jun 2010–Aug 2010 → **Spanish/English Summer Camp Monitor and Volunteer** at CPI Centro Panamericano de Idiomas (Heredia, Monteverde and Flamingo, Costa Rica)

- **Skills developed through all of the aforementioned experiences:** ethics, integrity, morals and values, respect, positive discipline, deep psychological understanding, educational techniques and best practices, resilience, empathy, CSR development, sustainability analysis, second-language teaching, motivational techniques, creativity.

RESEARCH

- 2016-2018 → Peer Reviewer of the ASEAN Journal of Management & Innovation
- 2018 → Member of the International Programme Committee of the 2018 International Conference on Multidisciplinary Research
- Dec 2017 → **Publication:** '*Awareness, Access and Appreciation of Education in Working-Class Bangkok*', ASEAN Journal of Management & Innovation Vol. 4. No. 2, 82–101 ©2015 by Stamford International University DOI: 10.14456/ajmi (<http://ajmi.stamford.edu/index.php/ajmi/article/view/91/38>)
- Oct 2017 → Peer Reviewer of the International Journal of Learning, Teaching and Educational Research
- Oct 2017 → Peer Reviewer and Session Chair of the 5th Stamford International and National Conference on the theme of 'Business and Higher Education'
- May 2017 → Peer Reviewer of the 7th BENJAMITRA Network National and & International Conference on Local Wisdom and Sustainable Development at the Lampang Intern-Tech College, Lampang, Thailand
- May 2017 → Peer Reviewer for Research Funding Application at Stamford International University
- Feb 2017 → **Publication:** '*How Static Postures are Interpreted in Thailand*', International Journal of Humanities and Social Science ; Vol.7; No. 2



- **Skills developed:** Operations management, department inter-dependence, communicative skills, problem-solving, positive attitude, self-motivation, research skills and policy writing.

Sep 2015–Nov 2016 → **Associate Director of International Business Management (IBM)** at Laureate International Universities Thailand (Bangkok, Thailand)

- Worked closely with the IBM Director helping him accomplish all the IBM major objectives.
- Advised and coordinated over 400 undergraduate students.
- Reviewed the IBM curriculum and syllabi.

- **Skills developed:** integrity, psychological understanding, cross-cultural adaptability, accountability, leadership and delegation, team work, responsibility, positive discipline, motivation, communicative skills, time management, organizational skills, empathy and reliability.

Aug 2014–Oct 2015 → **Internship Coordinator** at Laureate International Universities Thailand (Bangkok, Thailand)

- Redesigning the internship process in the university by developing manuals, processes, policies and assessments.
- Contributed to the development of the internship requirements during the IACBE Accreditation of the university.
- Supervised International Business Management students during their internships in Thailand and overseas.

- **Skills developed:** efficiency and effectiveness, compliance with policies and regulations, connection between industry and university, visionary skills and formal writing skills.

Feb 2012–Dec 2013 → **Professional Student Advisor and Online Marketing Expert** at LanguageBookings.com / Gomfy.com (Online Businesses, Headquarters in Dublin, Ireland and Barcelona, Spain)

- Helped students from all over the world to find the most suitable language course and accommodation around the globe.
- Managed the bookings made between the language schools/students and accommodations/guests.
- Developed online marketing tasks.
- Translated the webpage. (Languages used: English, Spanish, Italian and French)

- **Skills developed:** online business development, online strategies, digital marketing, social media strategies, negotiation, convincing strategies, formal writing skills, communicative skills, leadership and delegation, cross-cultural understanding.

Sep 2013–Dec 2013 → **Marketing Tutor** at UNIR (International University of La Rioja) - Marketing and Communication courses (Logroño, Spain)

Jun 2013–Aug 2013 → **English teacher** at Secreto de Pitagoras Academy (Logroño, Spain)

Oct 2012 – Mar 2013 → **Volunteer Coordinator, Volunteer and English teacher** at the NGO Casa do Caminho (Xérem, Rio de Janeiro, Brazil)

Oct 2011–Nov 2012 → **English Teacher** at Dtres Academy (Logroño, Spain)

Nov 2010–Sep 2011 → **Section Manager and Merchandiser** at Zara, Inditex (Cambridge, the UK)

Mar 2010–Jun 2010 → **Academic support - Department of Postgraduate Studies** at Nebrija University (Madrid, Spain)

Jun 2009–Aug 2009 → **Spanish Teacher and Public Relations** at Foundry Coworking, (Iowa, the USA)

Sep 2008–Jun 2009 → **Spanish Teaching Assistant** at Kalamazoo College (Michigan, the USA)

Previous: Interpreter Political Campaign, Event Coordinator and Conference Hostess

EDUCATION

- **Doctorate in Education** - Atlantic International University (the USA) – (2011 - 2014) **Doctorate Thesis:** “Education system for children and teenagers in small communities and NGOs in developing countries – qualitative analysis of the NGO Casa Do Caminho (Xérem, RJ, Brazil)”
- **Master in Intercultural Communication** – Anglia Ruskin University (Cambridge - the UK) (2010 – 2011) **Master Dissertation:** “The importance of teaching culture when teaching a second language”
- **Bachelor in English Philology and Marketing** – Universidad Antonio de Nebrija (Spain) 2006 – 2010 and Kalamazoo College (the USA) third year abroad (2008 – 2009) **Bachelor Thesis:** *Business Plan (creation of company) - Worldwide Living S. A. (Working and studying abroad consultancy agency)*



Atlantic International University

The trustees and Officers of the University
In recognition of the successful completion of the prescribed course of study in
The School of Social and Human Studies

Confer upon
Diana Martinez Herrero

the degree of
Doctor of Education

with a major in
Education

With all the rights, privileges, responsibilities, and honors thereto appertaining. In Witness thereof
the seal of the University and the signatures of the officers are affixed as authorized by the Board of
Trustees in Honolulu, State of Hawaii, on the eleventh day of October, Two Thousand and Thirteen.

RECORDED IN THE PERMANENT
ARCHIVES UD19137HED26985

Chairman of the Board of Trustees

Chairman of the Board of Trustees

- Dec 2016 → **Publication:** 'Cross-Cultural Understanding between Mexicans and Americans Based on the Movie *Spanglish*' International Journal of Humanities and Social Science, Vol. 8; No. 6, pp- 1-23. e-ISSN: 1694-2639
- Oct 2016 → Peer Reviewer and Session Chair of the 4th Stamford National Conference on Management and Higher Education
- Jun 2016 → Peer Reviewer of the International Journal of Learning, Teaching and Educational Research
- Feb 2015 → **Publication:** 'The Art of Teaching: Instructive, Authoritative and Motivational', International Journal of Learning, Teaching and Educational Research
- Oct 2014 → Presented at **International Conference:** 'Impact of Practical Learning on Student Satisfaction in International Universities' (Hong Kong Polytechnic University and Bangkok University – International Conference)
- Aug 2014 → Peer Reviewer of The International Journal of the Association of Private Higher Education Institutions of Thailand
- May 2014 → Presented at **International Conference:** 'The Mentor Program for Undergraduate Students at Stamford International Students' at Stamford International University (International Conference)

OTHER PUBLICATIONS

- Jun 2013 → '*7 Reasons to Volunteer in Costa Rica*' – online publication www.goabroad.com + [author interview](#) explaining my experience

LANGUAGES

Spanish – native
English – bilingual
Portuguese – intermediate
French – intermediate
Italian – beginner



COMPUTER SKILLS

- Familiar with Macintosh and PC
- Microsoft office package, Adobe Illustrator, Adobe Photoshop (beginner), Web Design, Google Analytics, Google AdSense, CRM, SEO and SEM tools.

SHORT COURSES STUDIED

- Jan 2012-Feb 2012 - Course of **Life, Health and Death insurances** at FIATC Seguros
- Jan 2010-Jun 2010 - Course of **Advanced Techniques of Public Relations** at Universidad Antonio de Nebrija
- Sep 2009-Jan 2010 - Course of **Project Management** at Universidad Antonio de Nebrija
- Sep 2009-Jan 2010 - Course of **Leadership** at Universidad Antonio de Nebrija
- Jan 2009-Jun 2009 - Course of **International Management** at Universidad Antonio de Nebrija
- Sep 2007-Jan 2008 - Course of **Innovation and Creativity** at Universidad Antonio de Nebrija
- Sep 2007-Jan 2008 - Course of **Emotional Intelligence** at Nebrija University
- Jan 2007-Jun 2008 - Course of **Protocol and Ceremonial (I) (II)** at Universidad Antonio de Nebrija
- Sep 2006-Jan 2007 - Course of **Problem Solving** at Universidad Antonio de Nebrija
- Sep 2006-Jan 2007 - Course of **Communication Skills** at Universidad Antonio de Nebrija

AWARDS

- Jan 2018 – Dec 2018 – Chosen as a **HiPo (High Potential People)**, one of 32 in the group of HiPo employees selected among the Laureate EMEAA Region Universities: Europe, Thailand, Turkey, Australia, New Zealand, Saudi Arabia and India)
- June 2010 - Given the **Honorific Mention** as the best student of the academic year 2010 - Chosen to give the **graduation speech**, at Universidad Antonio de Nebrija (Madrid, Spain)
- June 2009 - **Distinction grade** in the three courses of 'Teaching a Second Language', at Kalamazoo College (Michigan, the USA)



REFERENCES

- **Mr. Carl Lindwall** – Assistant Dean for the Undergraduate Management Programs
Relationship: Direct manager and mentor during of several positions at Laureate International Universities Thailand
Contact details: carl.lindwall@gmail.com

EUROPEAN DIPLOMA SUPPLEMENT



**Anglia Ruskin
University**

Cambridge & Chelmsford

INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

Student Name	DIANA MARTINEZ	Date of Birth	18/Dec/1988
University Reference	1020255/1	HESA Reference	1010470202553
Start Date	13/Sep/2010	Teaching Campus	Cambridge

INFORMATION IDENTIFYING THE QUALIFICATION

Qualification Achieved	Master Of Arts Intercultural Communication
Classification	Merit
Date of Award	10/Feb/2012
Awarding Institution	Anglia Ruskin University
Programme of Study	Intercultural Communication
Language(s) of Instruction	English
Language(s) of Assessment	English

INFORMATION ON THE LEVEL OF THE QUALIFICATION

Programme Level	MASTERS DEGREE NOT MAINLY BY RESEARCH
Programme Duration	1 Year(s) Full Time
Programme Hours	1,200 total study hours per full-time academic year (or pro rata for part-time study)

INFORMATION ON THE CONTENTS AND RESULTS GAINED

Code	Title	Level	Mark	Grade	Credits Attempt	ECTS	ECTS
						Credits	Grade

Credit for Prior Learning/Prior Experiential Learning (APL/APEL)

No records found

2010/1	Module Results	Level	Mark	Grade	Credits Attempt	ECTS	ECTS
AD430021S	Language, Identity and Policy	4	62	PA	30	1	15 B
AD430022S	Nations and Nationalism in the New Europe	4	60	PA	30	1	15 C
AD430023S	Discourse and Identity	4	67	PA	30	1	15 B
AD430024S	Intercultural Relations and Communication	4	56	PA	30	1	15 C
AD460994D	Major Project for Masters Stage	4	58	PA	60	1	30 C

Total credits gained: 180

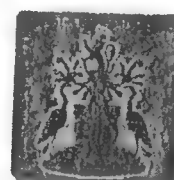
Overall Mark: 60.17

Total ECTS credits gained: 90

Certification of the supplement

Name: Professor Michael Thorne
Capacity: Vice Chancellor
Date Diploma Supplement issued:
13/Feb/2012

091208



Pathway: MA-13 Intercultural Communication
SID: 1020255/1



Anglia Ruskin
University

Cambridge & Chelmsford

Ms Diana Martinez
41-43, 2º 2ª, Velez De Guevara
Logrono
La Rioja, 26005
Spain

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Cambridge
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Int: +44 (0)1223 363271
www.anglia.ac.uk

Email: assessmentALSS@anglia.ac.uk
Ref: SP/ CER

Friday 17th February 2012

Dear Diana

Congratulations on completing your pathway. At its meeting held on Friday 10th February 2012 the Anglia Ruskin Awards Board confirmed your final award as:

Master Of Arts Intercultural Communication Merit

Your award is documented in the enclosed final transcript of results. Any enquiries you may have about the information contained in the transcript should be made by completing and returning a Results Enquiry Form (AO-RES), available from any i-Centre, your local Faculty Office or your Student Adviser (please note that results queries will only be considered on receipt of a completed AO-RES form). Your Student Adviser may also be able to assist you.

Graduation ceremonies for 2012 are in Chelmsford on 2, 3, 4 October, and in Cambridge on 9, 10, 11 October. Please check our graduation web pages www.anglia.ac.uk/graduation for further details.

We will send your award certificate to your home address within four to six weeks and it is therefore important that you keep your **home address** up to date through your e-Vision account. Access to e-Vision will be extended for you until after your graduation.

It is your responsibility to ensure that you have no debts outstanding to Anglia Ruskin University. You should note that no students in debt to Anglia Ruskin will be allowed to attend their graduation ceremony or to receive their award certificate until all debts are cleared.

Finally, I hope you have enjoyed your time as a student with Anglia Ruskin University and wish you every success in whatever direction your career takes you in the future.

Yours sincerely

Professor Lesley Dobrée
Chair of the Anglia Ruskin Awards Board
Deputy Vice Chancellor





DIANA MARTINEZ

has been awarded the degree of

MASTER OF ARTS

MERIT

having successfully completed an approved programme in

INTERCULTURAL COMMUNICATION

February 2012

CERTGRAD 1020255/1 09/03/12 1 20120403

Professor Michael Thorne
Vice Chancellor

034902



Anglia Ruskin
University

DAVID VAN BRECHT – CURRICULUM VITAE



PERSONAL DETAILS

NAME: DAVID VAN BRECHT
DATE OF BIRTH: 12 JULY 1973
LANGUAGES: English (Mother tongue), French, Afrikaans
NATIONALITY: South African and Netherlands
CONTACT DETAILS: Mobile: +8615900581895, Davidvanbrecht@yahoo.co.uk
ADDRESS: 1882 West Yan'an Road, Shanghai, China

EDUCATION

INSTITUTE OF MANAGEMENT ACCOUNTANTS 2014
Certified Management Accountant
Completed both qualifying exams: Part 1 – Financial Planning, Performance and Control and Part 2 – Financial Decision Making.

UNIVERSITY OF LONDON - SOAS – CEFIMS 2005
MSc. Financial Management
Subjects: Portfolio Analysis and Derivatives, Quantitative Methods for Financial Management, Investment and Project Appraisal, Corporate Finance, Macroeconomic Policy and Financial Markets, Managerial Economics, Globalisation and the Management of Capital Flows.

UNIVERSITY OF PORT ELIZABETH, South Africa 1996
Bachelor of Commerce
Majors: Financial Accounting, Management Accounting and Finance, Auditing and Tax.

TEXT AND TALK ACADEMY – Bangkok 2008
TEFL Certificate
TEFL for target learner groups

CHARTERED INSURANCE INSTITUTE - London 2006
Certificate of Financial Planning – Modules:
CF1 UK financial services, regulation and ethics, CF2 Investment and Risk, CF3 Financial Protection, CF4 Retirement Planning

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS: Certified Management Accountant - Institute of Management Accountants. Certificate number: 44243.

COMPUTER SKILLS: Moodle ;Blackboard; Ms Excel (Macro / VBA Level); Ms Access (completed advanced courses) ; Ms Outlook ; Ms Frontpage ; Ms Word ; Ms Project ; SUN Accounting, Oracle, SAP; Business Objects ;Windows 8 / 7 / Vista / XP

EMPLOYMENT SUMMARY

COMPANY: CIP - DONGHUA UNIVERSITY – Shanghai Feb 2012 – Present
POSITION: Lecturer (1 year rolling contract)
RESPONSIBILITIES: Prepared syllabi, presented lectures and set exams for the following subjects: FIN 300 -Principles of Finance, FIN 310 – International Finance, FIN 200 – Principles of Accounting, FIN 250 – Managerial Accounting, BUS 150 – Microeconomics, STA 150 – Basic Statistics. Thesis advisor for final year undergraduate students. **Project & Other Work**: Setup and configured Moodle (Learning Management System). Member of curriculum development committee .

COMPANY: WEBSTER UNIVERSITY CHINA & UESTC - Chengdu Jan 2013 – July 2015
POSITION: Lecturer (Adjunct Faculty)
RESPONSIBILITIES: Prepared syllabus, presented lectures and set exams for FINC 5880 – Advanced Corporate Finance and BUSN 6070 – Managerial Accounting (iMBA program)

COMPANY: WEBSTER UNIVERSITY CHINA & SUFE - Shanghai

Mar 2015 – Oct 2015

POSITION: Lecturer (Adjunct Faculty)

RESPONSIBILITIES: Prepared syllabus, presented lectures and set exams for BUSN 6070 – Managerial Accounting (MBA program).

COMPANY: THE EXPAT LEARNING CENTRE - Shanghai

Oct 2013 – Jan 2014

POSITION: Part-time instructor

RESPONSIBILITIES: Prepared and presented following courses to adults learners: Corporate Finance and Personal Finance.

COMPANY: WEBSTER UNIVERSITY THAILAND – Bangkok & Cha-am

May 2009 – Jan 2012

POSITION: Lecturer (1 year rolling contract)

RESPONSIBILITIES: Prepared syllabi, presented lectures and set exams for the following subjects: FINC 5000 – Finance, FINC 5210 – Investments, ECON 4720 – International Trade and Finance, FINC 4210 – Investments, FINC 3210 – Principles of Finance, CSIS 3410 – Information Analysis, BUSN 2210 – Personal Finance, ACCT 2025 – Managerial Accounting, ACCT 2010 – Financial Accounting. The 5000 level courses form part of the MBA program.

COMPANY: RAMKAMHAENG UNIVERSITY (IIS) – Bangkok

Dec 2008 – Apr 2009

POSITION: Lecturer (Adjunct Faculty)

RESPONSIBILITIES: Prepared syllabi, presented lectures and set exams for the following subjects: MB441 – International Financial Management, MB301 – Financial Management 1, AC233 – Assets, Liabilities and Owner's Equity, AC102 – Principles of Accounting 2.

COMPANY: SPECIALIST SCHOOLS AND ACADEMIES TRUST – London

Aug 2007 – Jul 2008

POSITION: Business Manager

RESPONSIBILITIES: Prepared monthly management accounts pack for LIN directorate (commercial directorate); Compiled monthly actual vs plan variance analysis for LIN directorate; Prepared the monthly accruals and prepayments; Followed up and investigated any material variances; Worked with departmental heads to compile periodic forecasts for each business area; Prepared weekly business monitor; Compiled annual directorate budget; Prepared business cases for new projects; Ensured all invoicing was up to date and accurate, this included performing reconciliations between CRM and Financial systems; Provide financial training and support to all LIN employees; Prepared ad-hoc cost reports as requested

COMPANY: STEAMSHIP INSURANCE MANAGEMENT SERVICES Ltd - London

Feb 2007 – Jun 2007

POSITION: Management Accountant (Short term contract)

RESPONSIBILITIES: Compiled annual operating budget; Compiled monthly actual vs plan variance analysis; Followed up and explained any significant variances; Worked with departmental heads to compile periodic forecast spend; Completed previous years actuals vs plan variance analysis; Completed current years planned vs previous years actual spend variance analysis; Prepared ad-hoc cost reports as requested.

COMPANY: DEVOTEAM TERTIO - London

Oct 2006 – Jan 2007

POSITION: Accountant (2 month contract)

RESPONSIBILITIES: Assisted in job handover, documented processes and responsibilities, trained new employee.

COMPANY: BLAKE HALL COLLEGE – London

Mar 2007 – Jul 2007

POSITION: Lecturer (Presented Evening Classes)

RESPONSIBILITIES: Presented the following CIMA Certificate Level courses: CO2 – Fundamentals of Financial Accounting, CO1 – Fundamentals of Management Accounting

COMPANY: BLAKE HALL COLLEGE - London

Dec 2005 – Jul 2006

POSITION: Head of Business Studies

RESPONSIBILITIES: Lectured NCC degree pathway IDB and AIDB courses; Prepared lectures, class notes, set class tests and marked assignments for the following subjects: (1) Introduction to Managerial Accounting – IDB, (2) Introduction to Financial Accounting – IDB, (3) Introduction to Quantitative Methods – IDB, (4) Economics – IDB, (5) Managerial Accounting – IADB. Registered students for quarterly examinations, Organised exemptions for equivalent subjects previously studied, Dealt with academic and administrative student queries.

Career and study break

May 2004 – Oct 2005

Studied towards MSc. Financial Management. Countries travelled: Indonesia, Malaysia, Singapore, Thailand, Laos, Vietnam, Cambodia, Brunei, Australia, UAE, Oman, South Africa and France.

COMPANY: BP - London and Marseille, France

Dec 1999 – Apr 2004

POSITION: Financial Controller – Petrochemicals IT - France

RESPONSIBILITIES: Prepared periodic IT variance analysis of planned vs. actual spend for French petrochemicals sites; Prepared annual IT budget preparation for French petrochemicals sites; Periodic IT spend forecast preparation for French petrochemicals sites; Periodic IT budget accrual preparation for French production sites; IT project cost reporting and forecasting. Ad hoc cost reports compilation; Acted as central point of contact for financial / performance information for site and head office (functional and business unit levels)

PROJECTS: Cost compilation for area wide European outsourcing initiative – European region, Performed IT spend Benchmark exercise for cracker sites across the region – European region; Site / Function budget reconciliation – European region.

POSITION: Performance Manager / Financial Analyst – Petrochemicals IT – Europe Region

RESPONSIBILITIES: Compiled & reported financial performance for region to business units / BSS.

Compiled and reported KPI's for regional operation; Monitored & reported the performance of cost saving initiatives initiated throughout the region; Oversaw regional budget preparation for the European region; Communicated budget to the various stakeholders within organization; Prepared IT budget for petrochemicals head office; Prepared IT spend forecast for European region; Performed periodic variance analysis for head office and sites; Prepared head office accruals; Performed periodic IT costs systems reconciliation (Crib / ECAS / MIRS); Point of contact for European BU queries; Performed budget reconciliation: Site / BU / Function; Ad Hoc cost reports preparation and presentation.

PROJECTS:

Reorganization of the IT control function in the European Region – Project team member.

POSITION: Assistant Commercial Controller – Petrochemicals Commercial Europe.

RESPONSIBILITIES Producing monthly / quarterly fixed expenditure variance reports for European commercial functions; Produced periodic forecasts of European commercial functional spend; Performed periodic variance analysis for European commercial functional spend; Assisted in annual budget preparation; Produced periodic European Commercial project expenditure reporting; Producing monthly / quarterly profit & loss statement for Commercial Europe department.; Responsible for tracking & reporting head count for Commercial functions.

Maintaining head count database. ICIS License management.

PROJECTS

Multi - currency bank reconciliation's; Administrated office move from central London; Rebuilt / Remodeled Commercial Europe's intranet site; Produce European wide sales office costs analysis.

COMPANY: RICHMOND COUNCIL – London

Apr 1999 – Nov 1999

POSITION: Database Developer (Temporary Contract)

RESPONSIBILITIES: Position included the development of database applications for the council's Housing needs and Asylum seeker departments. All databases are fully automated and menu driven.

COMPANY: GLOBAL FIRST COMMUNICATIONS - London

Feb 1999 – Apr 1999

POSITION: Financial analyst (Temporary Contract)

RESPONSIBILITIES: Produced management Accounts on calling card products, Updated and Maintained carrier rate tables, Produced Least cost routing tables used by platform for routing of calls, Responsible for reconciling invoices received from carriers, Manipulated and sorted data produced by platform using Access, Created market-pricing models, Produced traffic profiles.

COMPANY: GREENWICH GROUP LIMITED - London

Jul 1998 – Feb 1999

POSITION: Financial Systems Assistant Administrator and Accounts Assistant. (Temporary Contract)

RESPONSIBILITIES: Administered and supported Companies Accounting Package (Open Accounts), Responsible for user rights, Constructed user menu's according to the users needs, Coded and inputted budgets into Accounting package, Reconstructed existing management account reports to include budgeted amounts, Constructed various new management account reports.

COMPANY: QUICKMATHS - Port Elizabeth

Jan 1998 – Jul 1998

POSITION: Tutor

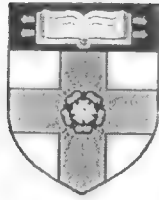
RESPONSIBILITIES: Tutored Mathematics, Science and Accounting (grade 8 – grade 12).Tutored 1st year University Students Accountancy and Mathematics

COMPANY: DAMELIN MANAGEMENT SCHOOL - Port Elizabeth

Jan 1998 – Jul 1998

POSITION: Part-time lecturer

RESPONSIBILITIES: Presented accounting course: Bookkeeping (up to trial balance), value added tax, statutory returns and reconciliations. Responsibilities included: presenting lectures, providing additional class notes, setting and marking tutorials, setting and marking examinations.



UNIVERSITY OF LONDON

David van Brecht

having studied as an External Student and passed the approved
examinations has this day been admitted by the University of London
to the Degree of

MASTER OF SCIENCE

in Financial Management

Vice-Chancellor

31 December 2005

*Section 66(2) of the Statutes of the University states: "Candidates granted degrees and other
awards shall have attained the same academic standard irrespective of mode or place of
study or examination".*

Mr David van Brecht
1 Rue de L'eglise
Lambesc 13410
FRANCE

Notification of Results

Session 2002 - 2003



Senate House, Malet Street
London WC1E 7HU

9 January 2004

Candidate no. B0641 SRN: 020252089 Qualification sought: **MSc**

Exam Centre: FRANCE/PARIS BI

Field of Study: **MSc in Financial Management**

Course

91 OFM 0204 Portfolio Analysis and Derivatives
91 FME 0205 Investment and Project Appraisal

Mark	Result
51	Pass
60	Pass

91 FME 9999 Overall result this session: **Pass FM204 and FME205**

Notes: The grades and marks shown on this document are provided for the personal information of the candidate.

The final results for each candidate are determined not only on the basis of the grades or marks awarded to the candidate in the individual elements of the examination, but also on the assessment by the examiners of the overall performance of the candidate.

Various factors may be taken into account in arriving at the final result, such as the distribution of the marks awarded to the candidate over the various elements, the strength or weakness shown in certain elements in relation to that in other elements, and any special difficulties known to have been experienced by the candidate at the time of the examination (e.g. illness).

University
of
Port Elizabeth



Universiteit
van
Port Elizabeth

This is to certify that, the
requirements having been
satisfied, the degree of

Hiermee word verklaar dat,
nadat aan die vereistes
voldoen is, die graad

Baccalaureus Commercii

has been conferred upon

toegeken is aan

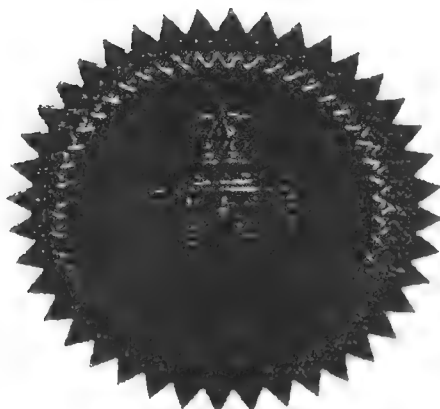
DAVID ANTHONY VAN BRECHT

A handwritten signature in dark ink, likely belonging to the Vice-Chancellor.

Vice-Chancellor / Vise-Kanselier

A handwritten signature in dark ink, likely belonging to the Registrar.

Registrar / Registrateur



Port Elizabeth

19 April 1997

The Institute of Certified Management Accountants
of the
Institute of Management Accountants
United States of America

proclaims that

David Anthony Van Brecht

has earned the designation

Certified Management Accountant

in recognition of demonstrated knowledge and competence in

Management Accounting

and confers herewith all the rights, privileges, and responsibilities

as prescribed by the Board of Regents.

December 22, 2014




PRESIDENT


SECRETARY


CHAIR, BOARD OF REGENTS


VICE PRESIDENT



Testing Center: 1961 Phaholyothin Road, Lardyao, Chaluchak, Bangkok 10900 Thailand

By Certification of
TEXT-AND-TALK ACADEMY

in full accordance with internationally recognized teacher training principles*

Be it by these presents known

that **David van Brecht**

having completed 120 hours of training and met all requirements of

The Recognized International Standard Course

TEFL for Target Learner Groups

At Pass B Category II Standard, thereupon conferring both

Honour and Prestige upon the Employing School,

is herewith granted this

Certificate

on the 28th day of August, 2008.

Certificate No. 002243

By direction of

Andrew Mowms
COURSE TRAINER



David van Brecht

PRINCIPAL

James Parmelee
Examinations Director

*Course approved and certified by the THAILAND MINISTRY OF EDUCATION. TEXT-AND-TALK Academy is a Participating Member School.
IATEFL (International Association of Teachers of English as a Foreign Language) and Thailand TESOL. ©TEXT-AND-TALK Academy (Thailand)

Notification of Results

Session 2003 - 2004

Mr David van Brecht
13 Hely Road
Fernglen
Port Elizabeth 6045
SOUTH AFRICA



Senate House, Malet Street
London WC1E 7HU

21 December 2004

Candidate no. A0741

SRN: 020252089

Qualification sought: **MSc**

Exam Centre: THAILAND/BANGKOK

Field of Study: **MSc in Financial Management**

Course

91 OFM 0105 Quantitative Methods For Financial Management
91 FME 101A Macroeconomic policy and financial markets (2003)

91 FME 9999 Overall result this session:

Mark	Result
74	Pass
59	Pass

Notes: The grades and marks shown on this document are provided for the personal information of the candidate.

The final results for each candidate are determined not only on the basis of the grades or marks awarded to the candidate in the individual elements of the examination, but also on the assessment by the examiners of the overall performance of the candidate.

Various factors may be taken into account in arriving at the final result, such as the distribution of the marks awarded to the candidate over the various elements, the strength or weakness shown in certain elements in relation to that in other elements, and any special difficulties known to have been experienced by the candidate at the time of the examination (e.g. illness).

Mr David VAN BRECHT
7 Classic Mansions
Well Street
Hackney E9 7QH

Notification of Results

Session 2004 - 2005



Senate House, Malet Street
London WC1E 7HU

14 December 2005

Candidate no. B0565 SRN: 020252089 Qualification sought: MSc

Exam Centre: <No centre>

Field of Study: **MSc in Financial Management**

Course		Mark	Result
91 OFM 0102	Managerial Economics	61	Pass
91 OFM 0201	Globalisation and management of capital flows	61	Pass
91 OFM 202A	Corporate Finance	65	Pass

Subject to confirmation by the University of London, on 31 December 2005 you will be awarded the Master of Science with the following classification: Pass.

Notes: The grades and marks shown on this document are provided for the personal information of the candidate.

The classification for each candidate is determined not only on the basis of the grades or marks awarded to the candidate in the individual elements of the examination, but also on the assessment by the examiners of the overall performance of the candidate.

Various factors may be taken into account in arriving at the final result, such as the distribution of the marks awarded to the candidate over the various elements, the strength or weakness shown in certain elements in relation to that in other elements, and any special difficulties known to have been experienced by the candidate at the time of the examination (e.g. illness).

Diplomas will be despatched after the award of the Degree or Diploma by the University.

Irina Onyusheva
Kazakhstan



DEGREE & TITLE

- PhD in Economics
- Doctor of Science, Honoris Causa of International Academy of Natural History (IANH, RF)
- Full Professor of Regional Academy of Management (RAM, RK)
- Professor of Russian Academy of Natural History (RANH, RF)
- Corresponding Member of Academy of Pedagogical Sciences of Kazakhstan (APSK, RK)
- Full Member (Academician) of International Informatization Academy (IIA)

Education

2010-2013 University of International Business (Almaty, Kazakhstan) conjunction with George Washington University (Washington DC, USA) и City University London (London, United Kingdom) – Doctoral (PhD) Program. Degree: Doctor of Philosophy (PhD). Major: 6D050600 - Economics. Topic of PhD research: 'Human capital of the Republic of Kazakhstan as a factor increasing national economic competitiveness'. GPA: 4,00 (Diploma No.0000444; April 15, 2014).

2008-2010 University of International Business (Almaty, Kazakhstan) - Graduate (Scientific and Pedagogical Master) Program. Degree: Master of Economic Sciences. Major: 6M050600 - Economics. Topic of Master research: 'Enterprise competitiveness: analysis and ways of its increase'. GPA: 3,93 (degree with distinction, Diploma No.0009400; June 18, 2010).

2004-2008 Kazakh Ablai Khan University of International Relations and World Languages (Almaty, Kazakhstan) – Undergraduate (Baccalaureate) Program. Degree: Bachelor of Translation (Translator-Referent). Major: 050207 - Translation and Interpretation (English and French). Rating: 5 (degree with distinction, Diploma No.0015613; July 23, 2008).

TOTAL WORK EXPERIENCE – 12 years, including
TOTAL SCIENTIFIC WORK EXPERIENCE – 11 years
TOTAL PEDAGOGICAL WORK EXPERIENCE – 8 years

Professional experience summary

2015, July 1st - 2016, June 30th	University of International Business Position: Dean of Finance and IT Faculty
2016, February 1st - 2016, March 30th	Bangkok University, Institute for Knowledge and Innovation Southeast Asia (IKI-SEA) Position: Visiting professor (PhD, MBA seminars)
2014, September 1st - present	Bangkok University, Institute for Knowledge and Innovation Southeast Asia (IKI-SEA) Position: Visiting professor (PhD, MBA seminars)
2014, July 1st - 2015, June 30 th	University of International Business Position: Vice Rector for Educational Affairs
2014, April 17th – 2014, June 30th	University of International Business Position: professor assistant / acting associate professor Departments: Management and Marketing
2013, Sept. 1st - 2014, June 30th	International Academy of Business (ALMAU) Position: senior lecturer Departments: Economics and Logistics, Management and Marketing Languages: English, Russian Courses: Management in Social Field, Economic Theory, Enterprise Economics
2011, Sept. 1st - 2014, April 21st	University of International Business Position: senior lecturer Departments: Accounting & Audit, Management, Economics and Information Systems Languages: English, Russian Courses: Economics of Enterprise, Basis

	or entrepreneurship, Strategic Planning, Antirecessionary Management, Risk management, Project Management, Microeconomics, Macroeconomics
2010, Sept. 1st - 2011, August 31st	University of International Business Position: lecturer Departments: Accounting & Audit, Management, D. of Languages Languages: English, Russian Courses: Economics of Enterprise, Market and Pricing, Antirecessionary Management, Project Management, English
2009, Dec. 1st - 2010, June 30th	University of International Business Position: teaching assistant Departments: Economics and Marketing Languages: English, Russian Courses: Economics of Enterprise, Corporate Management
2009, April 1st - 2010, August 31st	K4 Company Ltd. Position: economist.
2007, Dec. 1st – 2008, August 31st	Kazphosphate Company Ltd. Position: translator, secretary
2005, Sept. 15th - 2008, May 25th	Kazakh Ablai Khan University of International Relations and World Languages JSC Position: secretary/member of scientific club 'Theory and practice of translation and intercultural communication'

PROFESSIONAL SKILLS

*Management in Education

- developing educational programs of three levels (bachelor, master and PhD)
- establishing collaboration and partnership (education-science business)
- designing, renewing and approval of educational programs and catalogues of elective courses;
- designing new educational programs for experimental majors
- developing and approval of time standards, planning, optimization, coordination and control of pedagogic workload for all university departments

- ensuring, coordination and control of educational process
- inner audit of teaching quality
- preparation and participating in national (institutional) and international accreditation process
- organizing scientific, academic and business-oriented events (workshops, professional trainings, conferences, round tables etc.)
- developing motivation programs for teaching staff
- selection and hiring of teaching staff, attracting professors and practitioners
- work with government agencies to assist in organizing public events
- work with students, feedback and social support
- organizing and controlling advising and tutorship system in the university

*Teaching and Supervising

- designing compulsory core courses according to typical programs approved by the MES of the RK
- designing elective (author's) courses, working programs and syllabuses
- lectures, seminars and office hours for bachelor, master (MBA) and PhD students
- searching, design and applying new effective and creative teaching methods
- scientific supervising of bachelor, master (MBA) and PhD students
- coordinating research work of bachelor, master (MBA) and PhD students
- participation in academic mobility programs

*Research

- individual and group micro-/macroeconomic researches on national & international levels
- complex analysis with improving recommendations
- founding and managing research groups
- approbation and article publication
- publication of scientific, academic and methodic literature

*Consulting and Knowledge Exchange

- organizing professional trainings and workshops for business environment
- national and international knowledge and experience exchange

LANGUAGE SKILLS

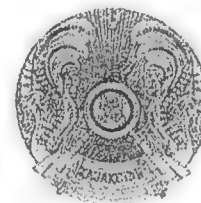
Russian – native

English – fluent

French – with a dictionary

In the process of learning: Kazakh Latin

ҚАЗАҚСТАН РЕСПУБЛИКАСЫ



ДОКТОР
ДИПЛОМЫ

Қазақстан Республикасы
Білім және ғылым министрлігі
Білім және ғылым саласындағы
бақылау комитетінің шешімімен
2014 жылғы 15 сәуірдегі № 649 бұйрық

Онлюшева
Ирина Валерьевна
6D050600 - Экономика мамандығы бойынша

философия
ДОКТОРЫ (PhD)
ғылыми дәрежесі берілді

Торара

FD № 0000444

Астана қаласы

Решением
Комитета по контролю
в сфере образования и науки
Министерства образования и науки Республики Казахстан
от 15 апреля 2014 года (приказ № 649)

Онлюшевой Ирине Валерьевне
присуждена ученая степень
ДОКТОРА философии (PhD)
по специальности 6D050600 - Экономика

By authority
of the Control Committee in Education and Science under
the Ministry of Education and Science of the Republic of Kazakhstan
The Degree of DOCTOR (PhD)
in Economics
is conferred on

Onyusheva Irina

April 15, 2014

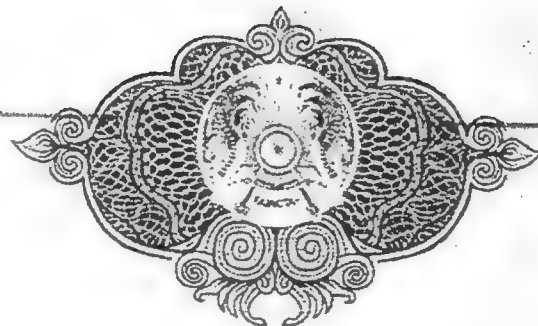
15. Taken courses and passed examinations during the study period:

№	Course code	Course	Number of credits	Grade			
				Letter equivalence	Points	...	Traditional grade
1	2	3	4	5	6	7	8
1	TEN 7101	Theory of Economic Science	3	A	4.00	100	very good
2	MNI 7102	Methodology of Scientific Researches	3	A	4.00	95	very good
3	IE 7106	Institutional Economics	3	A	4.00	100	very good
4	SPBS 7103	Strategic Planning in Business Systems	3	A	4.00	95	very good
5	KPP 7204	Corporate Enterprise Policy	3	A	4.00	98	very good
6	KEGFMGB 7305	Control of State Finance Efficiency and State Budgeting Methods	3	A	4.00	97	very good
7	INPMNP 7307	Investment and Tax Preferences in International Tax Planning	3	A	4.00	100	very good
8	NMAU 7208	National Model of Anti-Recessionary Management	3	A	4.00	100	very good
9	SITBE 7309	Modern Information Technologies in Business and Economy	3	A	4.00	100	very good
10	MM 7210	International Management	3	A	4.00	95	very good

Total number of credits /number of credits ECTS 61 / 244
Grade Points Average (GPA) 4.00

NOT VALID WITHOUT DIPLOMA

NOT VALID WITHOUT DIPLOMA



**Халықаралық
Бизнес Университеті**

(жоғары оқу орнының толық атауы)

Мемлекеттік аттестаттау комиссиясының 20 10
жылы «03» маусым шешімімен (№ 03 хаттама)

**Онюшева
Ирина Валерьевна**

6M050600 Экономика (2 о.ж.)

мамандығы бойынша

(мамандықтың атауы)

МАГИСТР

академиялық дәрежесі берілді

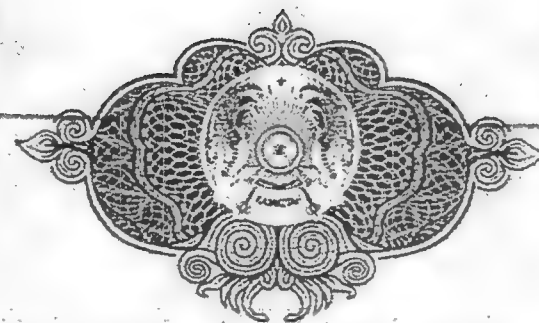
Мемлекеттік аттестаттау
комиссиясының төрағасы
Ректор
Хатшы
М.О.



Тіркеу нөмірі 03

2010 жылы «18» маусым Алматы қ.

ЖООК - М № 0009400



Решением Государственной аттестационной комиссии
Университета

Международного Бизнеса

от «03» июня 20 10 года (протокол № 03)
Онюшевой

Ирине Валерьевне

(фамилия, имя, отчество)

присуждена академическая степень

МАГИСТР

экономических наук

по специальности 6M050600

Экономика (2 г.о.)

(наименование специальности)

University of

International Business

(full name of higher education institution)

by the authority of the State Certification Commission
has conferred upon

Irina

Onyusheva

(graduate's full name)

the degree of Master of Economic Sciences

in 6M050600 Economics (2 years)

(name of specialty)

Date «03» June 20 10

«18» июня 2010 года

г. Алматы

ЖООК - М № 0009400

15. Studied disciplines and passed examinations during the period of education:

№	Discipline code	Discipline	Credits number	Grade			
				letter equivalence	points	%	traditional grade
1	2	3	4	5	6	7	8
1	IFN 5201	History and Philosophy of Science	3	A	4.0	95	very good
2	IYA 5202	Foreign Language	3	A	4.0	97	very good
3	PSI 5204	Psychology	2	A	4.0	98	very good
4	Ped5205	Pedagogics	3	A	4.0	96	very good
5	MEN 5203	Management	1	A	4.0	97	very good
6	KYA 5202	Kazakh Language	2	A	4.0	98	very good
7	GSEIS 5209	Grafic Tools in EIS	2	A	4.0	98	very good
8	YFA 5302	Advanced Financial Analysis	2	A	4.0	97	very good
9	EBFS301	Economic Security of a Firm	3	A-	3.67	94	very good
10	VFP5307	Internal Planning of a Firm	3	A	4.0	98	very good
11	YZ 6304	Cost Management	3	A	4.0	98	very good
12	EF 5305	Economics of a Firm	2	A	4.0	98	very good
13	OE5306	Sectoral Economics	2	A	4.0	100	very good
14	OP 5307	Production Organization	3	A-	3.67	94	very good
15	APP 5308	Anti-Recessionary Enterprise Policy	3	A-	3.67	92	very good
16	KPP 5208	Corporate Enterprise Policy	2	B+	3.33	88	good
17	EPK5309	Ecological Policy of a Company	2	A	4.0	98	very good
18	OIID 5302	Organization of Investment and Innovation Enterprise Activity	3	A	4.0	95	very good
19	OPNI 5206	Organization and Implementation of Scientific Researches	4	A	4.0	98	very good
20	KR	Term Paper	2	A	4.0	98	very good
21	ZD	Master's Dissertation	10	A	4.0	99	very good

Total number of credits

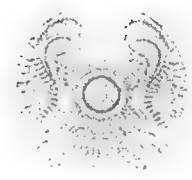
68

Average grade (GPA)

3,93

NOT VALID WITHOUT DIPLOMA

NOT VALID WITHOUT DIPLOMA



University of
International
Business
Almaty

ADDENDUM
TO DIPLOMA
(transcript)

No. ЖООК-М №0009400

18 June 2010

No: 03

Rector

Dean of the department

Secretary



1. Last Name Onyusheva
2. First Name, Middle name Irina
3. Date of birth 02.02.1987
4. Previous education certificate Higher Education Diploma,
Kazakh University of International Relations and World Languages named
after Abylay Khan, ЖБ №0015613, 23 July 2008.
5. Entrance Examinations Certificate of Foreign (English) Language Pass
No: 7308566, 15 August 2008; 'Economics' Exam Minutes No.1, 18 August 2008.
6. Entered University of International Business, 2008.
7. Graduated University of International Business, 2010.
8. Additional information Honours Degree
9. Professional practice

Practice type	Credits number	Grade			
		letter equivalence	points	%	traditional grade
Pedagogical	2	A	4.0	98	very good
Research	4	A	4.0	98	very good

10. Final attestation

State examinations disciplines	Credits number	Grade			
		letter equivalence	points	%	traditional grade
State Comprehensive Examination	1	A	4.0	100	very good

11. Fulfillment and defense Master's Dissertation

Theme of diploma project (work) or dissertation	Credits number	Grade			
		letter equivalence	points	%	traditional grade
Enterprise Competitiveness: Analysis and Ways of Its Increase	1	A	4.0	99	very good

12. Total number of credits 68
13. Average grade (GPA) 3,93
14. By the decision of the State Certification Commission
minutes No 03 of 03 June 2010,
the Academic Degree of Master of Economic Sciences is conferred
on speciality 6M050600 "Economics", 2-year Scientific and Pedagogical Programme
educational programme
with giving a qualification of

The given diploma enables to carry out the professional activity in accordance with the Republic of Kazakhstan postgraduate and higher education standards

NOT VALID WITHOUT DIPLOMA

NOT VALID WITHOUT DIPLOMA

NOT VALID WITHOUT DIPLOMA

1. Last Name Onyusheva
 2. First Name, Patronymic Irina
 3. Date of birth 02.02.1987
 4. Previous educational background Diploma of Master of Economic Sciences, 6M050600 "Economics"; 2-year Scientific and Pedagogical Programme, University of International Business, JKOR-M №0009400, 18 June 2010.
 5. Entrance Examinations Certificate of Foreign (English) Language Pass BS No.7761651, 13 August 2010; 'Economics' Exam Minutes No.1, 21 August 2010.
 6. Entered University of International Business, 2010.
 7. Graduated University of International Business, 2013.
 8. Additional information _____

9. Internship

Practice type	Number of credits	Grade			
		Letter equivalence	Points	%	Traditional grade
<i>Pedagogical and Professional</i>	10	A	4.00	100	very good
<i>Scientific and Research</i>	6	A	4.00	100	very good

10. Final attestation

State examinations	Number of credits	Grade			
		Letter equivalence	Points	%	Traditional grade
<i>State Comprehensive Examination</i>	1	A	4.00	98	very good

11. Fulfillment and defense Doctoral Dissertation

Theme of diploma project (work) or dissertation	Number of credits	Grade			
		Letter equivalence	Points	%	Traditional grade
<i>Human Capital of the Republic of Kazakhstan as a Factor Increasing National Economic Competitiveness</i>	14				

12. Total number of credits /number of credits ECTS 61 / 244
 13. Grade Points Average (GPA) 4.00
 14. By the decision of the Control Committee in Education and Science under the MES of the RK (records № order No.649 of 15 April 2014)
the Degree of Doctor (PhD) is conferred
 specialty 6D050600 "Economics"
 academic program _____
 qualification of _____



University of
 (name of
 International
 higher education
 Business
 institution)

Almaty
 (city)

ADDENDUM
 TO DIPLOMA
 (transcript)

№ FD №0000444

15 April 2014
 (date of issue)

(registration number)

Rector

[Signature]

Dean of the Faculty

[Signature]

Secretary

[Signature]



The given diploma enables to carry out the professional activity in accordance with the Republic of Kazakhstan's higher educational standards

Оқу барысында мынадай пәндер бойынша тапсырды
За время обучения сдал (а) по следующим дисциплинам

№	Пәннің атауы Наименование дисциплины	кредит көлемі/ объем в кредитах	сағат көлемі/ объем в часах	әріптік баға/ бук- венная оценка	сандық бағама/ информация	дәстүрлі баға традиционная оценка
1	2	3	4	5	6	7
1	Мамандыққа кіріспе/ Введение в специальность		45			5 (өте жақсы/отлично)
2	Тіл біліміне кіріспе/ Введение в языкознание		90			5 (өте жақсы/отлично)
3	Экология/ Экология		45			5 (өте жақсы/отлично)
4	Информатика/ Информатика		135			5 (өте жақсы/отлично)
5	Қазақ/орыс тілі/ Казахский/русский язык		135			5 (өте жақсы/отлично)
6	Базалық шет тілі/ Базовый иностранный язык (1 семестр)		225			5 (өте жақсы/отлично)
7	Қазіргі жаратылыстану тұжырымдамасы/ Концепция современного естествознания		45			Сынақ/зачет
8	Классикалық тіл/Классический язык		45			5 (өте жақсы/отлично)
9	Мәдениеттану/ Культурология		45			5 (өте жақсы/отлично)
10	Әлем әдебиеті және оның аудармасының жалпы мәселелері/ Мировая литература и общие проблемы перевода (2 семестр)		60			5 (өте жақсы/отлично)
11	Базалық шет тілі/ Базовый иностранный язык (2 семестр)		225			5 (өте жақсы/отлично)
12	Логика/ Логика		45			Сынақ/зачет
13	Базалық шет тілі/ Базовый иностранный язык (3 семестр)		225			5 (өте жақсы/отлично)
14	Аударма теориясы/ Теория перевода (3 семестр)		60			5 (өте жақсы/отлично)
15	Тілдік қарым-қатынас мәдениеті бойынша практикум/ Практикум по культуре речевого общения (3 семестр)		90			5 (өте жақсы/отлично)
16	Қазіргі батыс философия теориялары/ Современные западные философские теории		45			Сынақ/зачет
17	Әлеуметтану/Социология		45			Сынақ/зачет
18	Философия/Философия		135			5 (өте жақсы/отлично)
19	Әлем әдебиеті және оның аудармасының жалпы мәселелері/ Мировая литература и общие проблемы перевода (4 семестр)		75			5 (өте жақсы/отлично)
20	Базалық шет тілі/ Базовый иностранный язык (4 семестр)		225			5 (өте жақсы/отлично)
21	Аударма теориясы/ Теория перевода (4 семестр)		75			5 (өте жақсы/отлично)
22	Тілдік қарым-қатынас мәдениеті бойынша практикум/ Практикум по культуре речевого общения (4 семестр)		90			5 (өте жақсы/отлично)
23	Екінші шет тілі (француз тілі)/ Второй иностранный язык (французский) (4 семестр)		360			5 сынақ (өте жақсы) зачет (отлично)
24	Дене шынықтыру/ Физическая культура (1,2,3,4 семестры)		360			Сынақ/зачет
25	Саясаттану/ Политология		45			Сынақ/зачет
26	Тіл және мәдениет/ Язык и культура		45			Сынақ/зачет
27	Жазба аударма практикасы/ Практика письменного перевода		135			4 (жақсы/хорошо)
28	Жалпы кәсіби шет тілі/ Общепрофессиональный иностранный язык (5 семестр)		112			5 (өте жақсы/отлично)
29	Лингвистиканың өзекті мәселелері/ Актуальные проблемы лингвистики		90			Сынақ/зачет
30	Тілі оқылатын елдің әдебиеті және аударма мәселелері/ Литература страны изучаемого языка и проблемы перевода		90			5 (өте жақсы/отлично)
31	Көркем аударма практикасы/ Практика художественного перевода		135			5 (өте жақсы/отлично)
32	Қазіргі қазақ/орыс тілі (теориясы мен практикасы)/ Современный казахский/русский язык (теория и практика)		90			5 (өте жақсы/отлично)
33	Аудармалық жазып алу техникасы/ Техника переводческой записи		45			5 (өте жақсы/отлично)
34	Оқылатын тіл теориясының негіздері/ Основы теории изучаемого языка		135			5 (өте жақсы/отлично)
35	Жалпы кәсіби шет тілі/ Общепрофессиональный иностранный язык (6 семестр)		113			5 (өте жақсы/отлично)
36	Екінші шет тілі (француз тілі)/ Второй иностранный язык (французский) (6 семестр)		105			5 (өте жақсы/отлично)
37	Қазақ (орыс) және шет ел тілдерінің функционалды стилистикасы/ Функциональная стилистика иностранного и казахского/русского языков		90			5 (өте жақсы/отлично)
38	Елтану/ Страноведение		45			5 (өте жақсы/отлично)
39	Арнаулы кәсіби шет тілі/ Специально-профессиональный иностранный язык (7 семестр)		112			5 (өте жақсы/отлично)
40	Іс жүргізу/ Делопроеводство		45			Сынақ/зачет
41	Салыстырмалы типология/ Сравнительная типология		90			Сынақ/зачет
42	Қоғамдық – саяси мәтіндер аудармасы/ Перевод общественно-политических текстов		90			Сынақ/зачет
43	Техникалық мәтіндер аудармасы. Перевод технических текстов		135			Сынақ/зачет
44	Ақпараттық аударма практикасы/ Практика информативного перевода		135			5 (өте жақсы/отлично)
45	Ауызша аударма практикасы/ Практика устного перевода		135			5 (өте жақсы/отлично)
46	Арнайы кәсіби шет тілі/ Специально-профессиональный иностранный язык (8 семестр)		113			5 (өте жақсы/отлично)
47	Екінші шет тілі (француз тілі)/ Второй иностранный язык (французский) (8 семестр)		210			5 (өте жақсы/отлично)
48	Мәдениетаралық қарым-қатынастың теориясы мен практикасы/ Теория и практика межкультурной коммуникации		90			4 (жақсы/хорошо)
49	Көпшілік алдында жарияланған мәтіндер аудармасы/ Перевод публичных текстов		90			Сынақ/зачет
50	Екі жақты аударма/ Двусторонний перевод		45			Сынақ/зачет
	Барлығы		6075			

Қазақстан Республикасы білім және ғылым министрлігі
Министерство образования и науки Республики Казахстан

ЖООКБ № 0015613 қосымша/приложение (үздік диплом/ диплом с отличием)

ОВЧАРОВА ИРИНА ВАЛЕРЬЕВНА

(тегі, аты, әкесінің аты/фамилия, имя, отчество)

Туған жылы/ дата рождения: 1987 жылғы 02 ақпан/ 02 февраля 1987 года

Білім беру ұйымының толық атауы / Полное название организации образования
«Абылай хан атындағы Қазақ халықаралық қатынастар және әлем тілдері университеті» АҚ
АО «Казахский университет международных отношений и мировых языков имени Абылай хана»

Білімі жөніндегі алдыңғы құжаты/ Предыдущий документ об образовании:
Жалпы орта білім туралы Аттестат/ Аттестат о среднем общем образовании: ОБ 0000756 22.06.2004 ж./г.

Қабылдау емтихандары өтті/ Вступительные экзамены прошла

2004 жылы «Абылай хан атындағы Қазақ халықаралық қатынастар және әлем тілдері университеті» АҚ түсіп
2008 жылы «Абылай хан атындағы Қазақ халықаралық қатынастар және әлем тілдері университеті» АҚ бітірді

Поступил(а) в 2004 году АО «Казахский университет международных отношений и мировых языков имени Абылай хана»
Завершил(а) в 2008 году АО «Казахский университет международных отношений и мировых языков имени Абылай хана»

Оқудың нормативтік мерзімі: 4 жыл/ Нормативный период обучения: 4 года

Оқу нысаны: Күндізгі/ Форма обучения: Дневная

Оқу және білімін бақылау тілі: орыс тілі / Язык обучения и контроля знаний: русский язык

Бағыты/ мамандығы / Направление/специальность: 050207-Аударма ісі/ 050207-Переводческое дело

Мамандануы/ Специализация: аудармашы-референт (ағылышын тілі)/ переводчик-референт (английский язык)

Курстық жұмыс тақырыбы/ курсовые работы по теме:

2 курс - теория пәнінен/ по теоретической дисциплине

5 сынақ (өте жақсы)/ зачет (отлично)

3 курс - Оқылатын тіл теориясының негіздерінен/

по Основам теории изучаемого языка

5 сынақ (өте жақсы)/ зачет (отлично)

Тәжірибе/ Практика

1. Өндірістік – 4 апта (180 сағ.)/ Производственная – 4 недели (180 час.)

5 сынақ (өте жақсы)/ зачет (отлично)

2. Өндірістік – 6 апта (270 сағ.)/ Производственная – 6 недель (270 час.)

5 сынақ (өте жақсы)/ зачет (отлично)

Мемлекеттік емтихандар/ Государственные экзамены:

1. Қазақстан Тарихы(135 сағ.)/История Казахстана (135 час.)

5 (өте жақсы/отлично)

2. Бірінші шет тілі теориясы мен практикасы

Теория и практика первого иностранного языка

5 (өте жақсы/отлично) (А- 92.0)

3. Аударма теориясы мен практикасы/ Теория и практика перевода

5 (өте жақсы/отлично) (А- 90.0)

4. Диплом жұмысын қорғау/ Защита выпускной работы

5 (өте жақсы/отлично) (А- 90.0)

Ректор

Кунанбаева С.С.

Декан

Давлетова Г.Р.

Секретарь

Калиева А. С.

город Алматы, 2008 ж/г

М.О./М.П.

Тіркеу нөмірі/ Регистрационный номер № 896

Dr. Jean DAUTREY
 ABAC # 4409 Q Building
 Hua Mak Bangkok 10240 Thailand
 (66) 089 506 5696 jmdat@hotmail.com

EDUCATION

- *Juris Doctor* (J.D.), University of Connecticut Law School, Harford, Connecticut, USA. 1995
- *Bar Examination*: admitted as an attorney in the state of Connecticut. 1998
- *MA* in English and American literature, La Sorbonne, Paris, France. 1983
- *BA* in English and American civilization, La Sorbonne, Paris, France. 1982
- *Diploma in Finance and Accounting* (DUT), Nice University Institute of Technology, Nice, France; intensive two-year program. 1976

Others:

- *Certificate of Merit* - International Essay Competition, Institute of International Commercial Law, Pace University School of Law, White Plains, New York, USA. 1994
- *Legal translation courses*, French into English (high honors), New York University School of Translation, New York City, USA 2006
- *Certificate of translation*, French into English Mary Mount College, New York City, USA. 1989

EXPERIENCE

Assumption University, Graduate School of Business, Bangkok Thailand: Oct 2007- Present

- Full-time lecturer (International Business Management/ Negotiations/English for Business Communication).
- Founder and Managing Editor of the AU-GSB e-Journal

Yutaka School of Management, Paris, France Sept 2005-Sept 2007

- Lecturer in French/U.S. Contract Law, International Commercial Law.

Free-lance Translator 1995-2007

- French into English/ English into French of legal documents for various companies and agencies.

Les Sources, Cheshire, Connecticut, USA : Sole-owner business 1995-2007

- Commercial broker for various SMEs in the U.S..

Choate Rosemary Hall, Wallingford, Connecticut, USA 1983-2002

- Language/ literature instructor Advanced Placement courses.

- | | |
|--|-----------|
| Northfield Mount Hermon , Northfield, Massachusetts, USA | 1982-1983 |
| - Language/ civilization instructor, | |
| General Motors , Paris, France | 1980-1982 |
| - Budget analyst: preparing, analyzing and reporting budgets to US headquarters. | |

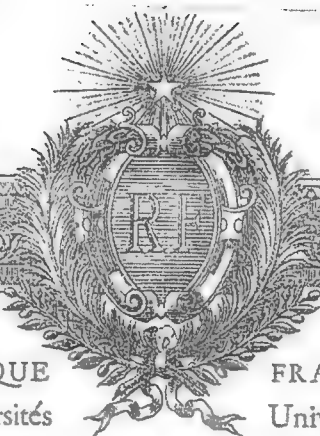
PUBLICATIONS

Articles:

- *FDI and Thailand's Color-coded Politics*, The Nation, September 27, 2010: 3A. Based on the article published in the AU-GSB e-Journal (Vol 2 No 2, June 2010)
- *Foreign Direct Investment and Thailand's Color-coded Politics: The Thai Paradox. Will it Endure?* AU-GSB e-Journal (Vol. 3 No 1, June 2010).
- *The Decade of the Big Zeroes*, AU-GSB e-Journal (Vol. 2 No 2, December 2009)
- *Thrifty Americans and Splurging Chinese: an Oxymoron? Maybe Not for Much Longer!* AU-GSB e-Journal (Vol. 2 No 1, June 2009)
- Short Version of *Thrifty Americans and Splurging Chinese: an Oxymoron? Maybe Not for Much Longer!* The Nation (The Nation, February 23, 2009: 3A).
- *The Convention on Contracts for the International Sale of Goods: Convergence and Divergence*, selected as a finalist in the CIGS Essay Contest, Institute of International Commercial Law at the Pace University School of Law, USA (June 1994).

Others:

- The SIFA-FIAA Round Table Discussion on "The EU, China, and ASEAN" Participated as representative of the GSB - Ministry of Foreign Affairs, August 23-24 2010
- *Intellectual Property Law and the New IT Copyright Challenges ahead* Guest speaker at the International Association of Business Communicators (IABC), Bangkok, July 22, 2009.
- *ASEAN Towards 2015 and Beyond*: devised, conceptualized and organized an exhibition on ASEAN's current and future developments as part of the celebrations marking the 40th anniversary of AU (Suvannabhumhi Campus, December 7, 2010).
- *Editorials on various regional and global economic issues* as Managing Editor of the AU-GSB e-Journal (published twice a year).



RÉPUBLIQUE
Secrétariat d'État aux Universités

FRANÇAISE
Université de N I C E

Diplôme universitaire de Technologie

Le Directeur ⁽¹⁾ ⁽²⁾ de l'Institut Universitaire de Technologie
certifie que Monsieur DAUTREY Jean-Marc né le 2 Mai 1955, à CHAUMONT (Haute-Marne)
a satisfait aux conditions prescrites pour l'obtention du diplôme universitaire de technologie
spécialité GESTION des ENTREPRISES et des ADMINISTRATIONS option FINANCES-COMPTABILITE

Fait à Nice, le 8 FEVRIER 1977

LE DIRECTEUR ⁽¹⁾ ⁽²⁾ de l'Institut Universitaire de Technologie

Le Président de l'Université de NICE

DUBUS *[Signature]*

Vu l'arrêté du 26 juin 1967 modifié relatif à l'organisation des études dans les différents départements des Instituts Universitaires de Technologie;

Vu la délibération du jury en date du 30 Juin 1976

Décerne à Monsieur DAUTREY Jean-Marc

le **DIPLOME UNIVERSITAIRE DE TECHNOLOGIE** — spécialité GESTION des ENTREPRISES et des ADMINISTRATIONS
option FINANCES-COMPTABILITE pour en jouir avec les droits et prérogatives qui y sont attachés.

Fait à Nice, le 3 - MARS 1977

Vu pour le Secrétaire d'État aux Universités
et par délégation :

LE RECTEUR DE L'ACADÉMIE *[Signature]*

P. LE PRÉSIDENT DE L'UNIVERSITÉ,

LE VICE-PRÉSIDENT

[Signature]
J. GUION

Signature du titulaire :

- (1) DE L'INSTITUT UNIVERSITAIRE DE TECHNOLOGIE.
(2) DU CENTRE DE PROMOTION SUPÉRIEURE DU TRAVAIL.

N° 06.167

N° 005746

UNIVERSITÉ
DE LA SORBONNE NOUVELLE

PARIS III

LICENCE

Paris, le 31 AOÛT 1983

Le Secrétaire général de l'Université de la Sorbonne Nouvelle - PARIS III certifie que

Monsieur DAUTREY Jean-Marc

Né(e) le 2 MAI 1955

à CHAUMONT (52)

a été admis (e) par l'Université de la Sorbonne Nouvelle - PARIS III, à la session

de JUIN 1982

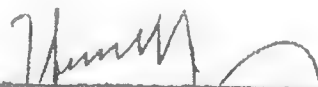
au grade de LICENCIÉ

dé : LANGUES VIVANTES ETRANGERES

Mention : ANGLAIS OPTION : GENERALE

Cette attestation, pour être valable, ne doit être ni surchargée, ni grattée. L'Université ne la délivre qu'une fois. Les Maires et Commissaires de police français, les Agents diplomatiques de la France à l'étranger peuvent en délivrer des copies certifiées conformes.

P/Le Secrétaire général de l'Université,
le chef des services de la scolarité,



N° 2307

UNIVERSITÉ
DE LA SORBONNE NOUVELLE

PARIS III

ATTESTATION DE MAITRISE
FAISANT SUITE A LA LICENCE

de LANGUES VIVANTES ETRANGERES : ANGLAIS

Paris, le 7 NOVEMBRE 1984

Le Secrétaire général de l'Université de la Sorbonne Nouvelle certifie que

Monsieur DAUTREY Jean-Marc

né(e) le 2 MAI 1955

à CHAUMONT (Haute Marne)

justifie de la licence LANGUES VIVANTES ETRANGERES : ANGLAIS

et obtenu le certificat de maîtrise suivant :

BM 989 + BM 990 - Le roman anglais aux 19ème et 20ème siècles - Mention ASSEZ BIEN-

et soutenu à la session de NOVEMBRE 1983 ...

un travail d'études et de recherches sur le sujet suivant : "The Myth of Success in Great Expectations and Our Mutual Friend" -Mention BIEN-

et satisfait au stage de Maîtrise et a présenté un rapport à la session de ...

et justifie de la maîtrise faisant suite à la licence : LANGUES VIVANTES ETRANGERES : ANGLAIS

Cette attestation, pour être valable, ne doit être ni surchargée ni grattée. L'Université ne la délivre qu'une fois. Les Maires et les Commissaires de police français, les Agents diplomatiques ou consulaires de la France à l'étranger peuvent en délivrer des copies conformes.

P/Le Secrétaire général,
le chef des services de la scolarité,


Jean SCUELLAIN

State of



Connecticut

Superior Court

Judicial District of New Haven

JEAN-MARC MARCEL DAUTREY

having applied for admission as an Attorney at the Bar of the several Courts of this State, and having complied with all the rules and regulations prescribed therefor, and having been examined by the Examining Committee and certified as duly qualified for admission, this Court finds the above-named applicant is duly qualified to enter upon the duties of the profession with Honor to the Bar, and the Court. Therefore, it is hereby Ordered: that the above-named applicant be admitted as an Attorney, and to practice before all the Courts of this State.

And thereupon the above-named applicant appeared in Court and took the oath according to Law.

In Testimony Whereof, I have hereunto set my hand and affixed the seal of the Court at New Haven, Connecticut this 25th day of September, one thousand nine hundred and ninety-eight.

William Sadek Chief Clerk.



| Dr Kate Hughes

Australian working in London, UK
Moving to Irish Republic, October 2016

Mobile: +44 7554 664 321

Email: kate.hughes@hughes-scm.com / kateinasia@gmail.com

BRIEF OVERVIEW

I am a specialist in strategy and supply chain management research with extensive consulting experience. My interest is in resource-scarce supply chains including humanitarian logistics, not-for-profit organisations, 'messy' supply chains, as well as food and agri-business supply chains. I am skilled in research design using both quantitative and qualitative research methods and managing large research projects. I have lived and worked in several different countries in Asia, Europe and America over the past decade, and my focus is on finding an academic position with an emphasis on research.

EDUCATION

- PhD Dissertation in Strategy and Supply Chain Management** (awarded 29/11/2015). *Macquarie Graduate School of Management (MGSM) (AACSB)*, Macquarie University, Sydney, Australia.
Title: *Critical factors impacting decision-making by supply chain managers in the emergency response phase of large scale, sudden-onset natural disasters: An empirical study*
Supervisors: Dr Steven Segal, MGSM, Australia; Dr Peter Tatham, Griffith University, Australia (formerly at Cranfield University, UK).
- Post Graduate Certificate in Academic Practice PGCAP** (2014). *Heriot-Watt University*, Edinburgh, Scotland. HEA Accredited Course: Current Fellow of HEA.
- Masters in Business Administration MBA** (2005). *Macquarie Graduate School of Management (MGSM)*, Sydney, Australia.
- Masters in Applied Science (Remote Sensing) MAppSci** (1997). *University of New South Wales (UNSW)*, Sydney, Australia. Dissertation awarded Distinction.
- Bachelor of Science 1st Class Honours, BSc (Hons 1)** (1991) *University of New South Wales (UNSW)*, Sydney, Australia. Honours Thesis awarded High Distinction.

ACADEMIC EMPLOYMENT

Associate Lecturer on MSc Humanitarian Logistics & Emergency Management (HLEM)
National University of Ireland, Maynooth (Dublin, Ireland) 2012-13 - 2016-7 (current)

Courses Taught:

PG *Decision-making, Risk & Strategy in Humanitarian Supply Chain Management* 2012-13 to 2015-16

PG *Humanitarian Logistics & Project Planning* 2016-17

Course Design:

PG *Decision-making, Risk & Strategy in Humanitarian Supply Chain Management*

Roles:

Module Leader - PG *Decision-making, Risk & Strategy in Humanitarian Supply Chain Management*

Module Leader - PG *Humanitarian Logistics & Project Planning* 2016-17

Dissertation Supervisor

Senior Lecturer in Systems, Operations and Strategy Management

University of Greenwich (London, England): October 2014 – end September 2016 (2 years)
Department of Systems, Management and Strategy (SMS), Business School

Courses Taught:

UG *Purchasing and Distribution* 2014-15
UG *Introduction to Project Management* 2014-15
UG *Managing Strategy* 2015-16
PG *International Purchasing and Procurement* 2014-15
PG *e-Logistics and International Supply Chain Management* 2014-15, 2015-16
PG *Logistics and Supply Chain Management Consultancy* 2015-16
Executive MBA *Research Project Proposal* 2014-5 & 2015-6 (Structured Open Learning – this a combined on-line and face to face course)
Executive MBA *Foundations of Scholarship and Research Methods* 2014-5, 2015-16 (FT & Structured Open Learning)
Executive MBA *Managing the Value Chain* 2015-6 (FT & Structured Open Learning)
Executive MBA *Creative Problem Solving and Consultancy Project* (2015-6)

Course Re-design:

UG *Managing Strategy* (part of a team)
Executive MBA *Logistics and Supply Chain Management Consultancy* 2015-6 (part of a team)
Executive MBA *Managing the Value Chain* 2015-6 (FT & Structured Open Learning) (sole responsibility)

Roles:

Module Leader - UG *Introduction to Project Management* 2014-5
Module Leader - PG *Logistics and Supply Chain Management Consultancy* 2015-6
Module Leader - Executive MBA *Managing the Value Chain* 2015-6
Internal Course Moderation - University of Greenwich courses
Global Course Moderation - international partner colleges
Health and Safety Committee Representative and First Aid Officer
Dissertation & PhD Supervisor

Visiting Lecturer on MSc in Logistics and Supply Chain Management

Westminster University, (London, Ireland): September-December 2015

Course Taught: PG *Logistics Management and Planning: The Internal Environment* 2014-15

Role: Module Leader - PG *Logistics Management and Planning: The Internal Environment*

Lecturer in Management

Heriot-Watt University (Edinburgh, Scotland): Feb 2012 – October 2014 (permanent)

Logistics Research Centre (LRC), School of Management & Languages

Courses Taught:

UG 2nd Year *Operations Management* 2012-13
UG 4th Year *Logistics and Supply Chain Management* 2012-13, 2013-14
PG MSc *Logistics and Supply Chain Strategy / Strategy for Supply Chains* 2012-13, 2013-14
PG MSc *Humanitarian Relief and Logistics* 2012-13, 2013-14

Course Design:

PG MSc *Humanitarian Relief and Logistics* (new elective)

Roles:

Associate Director - Masters International Business Management (IBM) in Logistics 2012-13
Global Manager - PG *Logistics and Supply Chain Strategy* (Edinburgh & Dubai Campus)
Course Moderation - PG *Logistics and Supply Chain Strategy* (Edinburgh & Dubai Campus)
Course Leader - UG *Logistics and Supply Chain Management*
Course Leader - PG *Humanitarian Relief and Logistics*
Dissertation Supervisor

On-Line Course Development

University of Newcastle (Newcastle, Australia) Contract 2011-2012

Developed two modules - **MSc in Disasters Preparedness and Reconstruction**

PG Professional Practice in Post Disaster Management

PG Economics of and for Disaster Management

Teaching Associate on MBA Programmes at a range of universities

contracts with Professor John Gattorna

Macquarie Graduate School of Management Sydney, Australia

Supply Chain Management: 2007-10 teaching some topics within Sydney-based MBA course (6

courses) **Logistics & Operations Strategy:** 2007-8 teaching topics within Sydney-based MBA course (3

courses)

Logistics & Operations Strategy: MGSM, Sydney & Hong Kong campuses. Develop course outline, select cases, articles and exercises for class, manage student groups & consultations, 2004-2008 (10

courses).

Re-designed course (2007) into a capstone subject for MBA Supply Chain.

Logistics Management (renamed **Supply Chain Management** 2007): Sydney & Hong Kong Campuses.

Develop course outline, select cases, articles and class exercises, manage student syndicate groups, and student consultations in Sydney, 2004-2008 (15 courses).

Normandy Business School, (Le Havre Campus, France) 2005-2008

Value as a Strategic Concept, Normandy Business School, Le Havre Campus, France. Develop course program, outline, select cases, articles and exercises, course pack for printing, 2005-2008 (4 courses)

International Supply Chain Management (elective): AISAM (Asian Intensive School for Advanced Management) Penang, Malaysia. Development of course outline, selection of cases, articles and exercises for classes, completion of course pack for printing, 2005-2007, (3 courses).

Cranfield University, (UK) 2005-2008

Cranfield University. Research for supply chain, logistics and marketing-based Graduate Courses and Executive Programs; develop materials, source case studies, articles and company information, 2004-2009.

SUPERVISION

PhD (1)

University of Greenwich, England

One current student in green logistics and marketing.

Dissertation/Business Projects (48 including 5 on-line)

University of Greenwich, England (11)

2015-6 One in Executive MBA; Two part-time students in Executive MBA (current).

2014-5 Five in MSc e-Logistics and Supply Chain Management; Three in Executive MBA.

National University of Ireland, Irish Republic (5) [On-Line]

2015-6 Five in Masters of Humanitarian Logistics and Emergency Management.

Heriot-Watt University, Scotland (29)

2014 - Four in Undergraduate Business Management; Five in MSc Logistics and Supply Chain Management / International Business Management with Logistics.

2013 - Ten in MSc Logistics and Supply Chain Management / International Business Management with Logistics. *Supervised student who won Best Dissertation Award for the School of Management.*

2012 - Ten in MSc Logistics and Supply Chain Management / International Business Management with Logistics.

Macquarie Graduate School of Management, Australia (3)

2011 - One in MBA Research Project (Terms 1 & 2 2011). Individual thesis-styled research unit; report of approximately 20,000 words. Preparation subject for PhD Programme at Macquarie University. *Supervised student who won Best Dissertation Award for the School of Management 2011, High Distinction.*

2010 - Two in MBA Internship Project (Terms 3 & 4 2010). Applied strategic business-led project where student works within an organisation to resolve an agreed business or management issue; report of approximately 7-8,000 words and presentation to the organisation's Senior Management Team. Identification of client, subject and report content negotiated with Academic Supervisor.

Research Funding

2015-16, Co-Investigator on *Collaborative British Council-Newton Fund Institutional Links* £96,000 (not awarded at this time) collaboration between University of Greenwich, UK and Thammasat University, Thailand for 2017: *Sustainable supply chain management in industry 4.0: Applying innovation to the Thai food industry.*

2015-16, Principle Investigator *Proof of Concept Grant*

£5,000 University of Greenwich Business School, Competitive Internal Research Funding, cross-university collaboration with Faculty of Computing and Architecture: *Identification of potable water.*

2015-16, Awarded *British Council-Newton Funding*

£4,000 (approximately) for a workshop in Yogyakarta, Indonesia, 15-19 February: *Disaster-risk reduction, resilience, well-being and culture: A multidisciplinary workshop.*

2015-16: Principle Investigator *Small Research Fund*

£7,500 University of Greenwich, Competitive Internal Business School Research Funding: *Optimising the delivery of potable water to post-disaster situations.*

2014: Principle Investigator *Learning Enhancement Award*

£880 Competitive Research Funding, Scottish Higher Education Enhancement Committee (SHEEC) QAA Enhancement Theme: *Developing & Supporting the Curriculum, Phase 3, and Herriot-Watt University: Identification of students' perceived needs in terms of academic scholarship in Business Management.*

2012-2013: Principle Investigator *Research Funding Internal Research Grant*

£4,711 Heriot-Watt University Business School, Competitive Internal Research Funding: *Logistics in Food Bank distribution: supply chain development and strategic partnerships.*

2009: Lead Researcher *Mapping the Connections*

\$16,500 (AUD) Research with Elton Consulting for Enterprise Connect (Australia Federal Government Project): *Industry clusters and supply chains in South Australia.*

2007: Principle Investigator *Beef Chain Consortium*

\$42,000 (AUD) Includes \$32,000 cash funding: \$20,000 Costa Logistics; \$10,000 Manhattan Associates; \$2,000 University of Western Sydney (UWS). Includes \$10,000 'In kind' support: \$5,000 Logistics Bureau; \$2,000 Benchmarking Success; \$3,000 UWS: *Strategic fit and performance measurement issues in the Beef Sector of Australian Agri-business*

Academic Publications

- Gaillard, D. & Hughes, K. (2015) 'Key considerations for facilitating employment of female of Sudanese refugees in Australia' *Journal of Management and Organizations*; Ranked 3* Australia.
- Pateman, H., Hughes, K. & Cahoon, S. (2013) 'Humanizing humanitarian supply chains: A synthesis of key challenges' *The Asian Journal of Shipping and Logistics*, 28(3): 301-322; Ranked 2* Australia.
- Tatham, P.H. & Hughes K. (2011) 'Chapter 4: Humanitarian logistics metrics: Where we are and how we might improve' in Martin Christopher and Peter Tatham (Eds.) *Humanitarian Logistics: Meeting the Challenge of Preparing for and Responding to Disasters*, Kogan Page, London UK, pp. 65-84.
- White, L.; Ruparelia, N. & Hughes, K. (2010) 'Drivers of trust in internet retailing' *Journal of Product & Brand Management*, 19 (4 & 5): 250 – 258; Ranked 3* Australia.
- Hughes, K. (2009) 'Chapter 5: Evolution in fully flexible supply chains' in John Gattorna (Ed.), *Dynamic Supply Chain Alignment*, Gower Publishing Limited, Surrey UK, pp. 85-95.

Academic Publications in Process

- Alexander, O.; Hughes, K. & Ashby, S. 'Identification of value-added activities to enhance academic skills from international students' perspective' *Journal of English for Academic Purposes*. Under Review
- Hughes, K. & Zubac, A. 'Exploiting the potential of institution-level capabilities: The case of humanitarian supply chains' *Journal of Management*. Submit November 2016
- Imbraimova, N. & Hughes, K. 'Perceptions on marriage and family British-Turkish Muslim Women' *Gender, Work and Organizations*. Submit December 2016
- Hughes, K. 'Talent management in a large volunteer organisation' *Journal of Organisations and Management*. Submit December 2016

Other Academic Publications / Contributions

- Hughes, K.; Sloan, T.; Rahman, S. & Walters, D. (2011) [Editors] *Proceedings for SMART Research Forum*, MGSM Publication, Macquarie University, Sydney Australia, 23 May.
- Hughes, K.; O'Neill, P.; Davis, D. & Prajogo, D. (2010) [Editors] *Proceedings for 8th Annual ANZAM Operations, Services and Supply Chain Management Symposium*, MGSM Publication, Macquarie University, Sydney Australia, June 6-8.
- Coltman, T., Devinney, T.M., Keating, B. & Hughes, K. (2007), 'The relative importance of logistics server attributes' Working Paper, *Australian Graduate School of Management (AGSM)*.
- Gattorna, J.L. (2006) *Living Supply Chains*, FT Prentice Hall. Acknowledged Contributor.
- Palmer, I., Dunford, R., & Akin, D. (2005) *Managing Organizational Change: A Multi-perspective Approach*, McGraw Hill. Acknowledged Contributor.
- Palmer, I., Dunford, R., & Akin, D. (2005) *Study Guide for Managing Organizational Change: A Multi-perspective Approach*, McGraw Hill. Acknowledged Contributor.

Conference Papers

- Hughes, K. & Heaslip, G. (2016) 'Using cases in teaching humanitarian logistics', *Production and Operations Management Society (POMS) Annual Conference*, Orlando, USA, 6-9 May. [Presenter]
- Hughes, K. (2016) 'Water provision in disaster response' *Production and Operations Management Society (POMS) Annual Conference*, Orlando, USA, 6-9 May. [Presenter]
- Oloruntoba, R. & Hughes, K. (2016) 'Compassionate operations management' *Production and Operations Management Society (POMS) Annual Conference*, Orlando, USA, 6-9 May. [Presenter]
- Hughes, K. (2016) 'User of remote sensing and GIS in humanitarian logistics' *Production and Operations Management Society (POMS) Annual Conference*, Orlando, USA, 6-9 May. [Presenter]
- Stair, N. & Hughes, K. (2015) 'Research Proposals & Active Learning' *APT2015 Conference*, Greenwich & Oxford Universities, London, UK, 7 July. [Peer Reviewed & Co-Presenter]

- Hughes, K. (2015) 'The Big Issue: A supply chain providing social change, *Production and Operations Management Society (POMS) Annual Conference*, Washington, DC, 8-11 May. [Presenter]
- Alexander, O., Hughes, K. & Ashby, A. (2015) 'Unknown unknowns: Uncovering value added activities for in-session classes from a student perspective, *BALEAP Conference*, Leicester, UK, 17- 19 April. [Peer Reviewed]
- Hughes, K. Alexander, O. & Ashby, S. (2014) 'Perceived academic skills needs of International Students' *Heriot Watt University Learning & Teaching Symposium*, Edinburgh, UK, 14 October. [Presenter]
- Hughes, K. Alexander, O. & Ashby, S. (2014) 'Perceived academic skills needs of International Students' *Learning & Teaching Symposium*, Edinburgh, UK, 14 October. [Peer Reviewed & Presenter]
- Hughes, K. (2014) 'Decision Processes in Humanitarian Logistics' *20th Conference of the International Federation of Operations Research Societies (IFORS)*, Barcelona, Spain, 13-18 July. [Peer Reviewed and Presenter]
- Hughes, K. (2014) 'Foodbanks and their supply chain challenges' *Production and Operations Management Society (POMS) Annual Conference*, Atlanta, USA, 8-12 May. [Presenter]
- Hughes, K. (2014) 'Emergency management in Australia' *Production and Operations Management Society (POMS) Annual Conference*, Atlanta, USA, 8-12 May. [Presenter]
- Narang, R. & Hughes, K. (2014) 'Natural Disaster Case Study from the Uttarakhand Region, northern India' *Production and Operations Management Society (POMS) Annual Conference*, Atlanta, USA, 8-12 May. [Presenter]
- Alexander, O. & Hughes, K. (2014) 'Research skills for quality assurance and enhancement of In-session Academic Skills classes' *Joint Event BALEAP Accreditation Scheme (BAS) and Research Training Event Series (ResTES)*, University of Leeds, Leeds, UK, 14 February. [Peer Reviewed]
- Franken, A. & Hughes, K. (2013) 'Supply Chain Processes of Foodbanks in Amsterdam and Edinburgh' *Decision Sciences Institute (DSI) Annual Conference*, Baltimore, USA, 16-19 November. [Presenter]
- Gkikaki, A. & Hughes, K. (2013) 'Investigation of IT contribution to performance improvement of emergency pre-positioned inventory' *Decision Sciences Institute (DSI) Annual Conference*, Baltimore, USA, 16-19 November. [Presenter]
- Hughes, K. (2013) 'Factors affecting decision-making of supply chain managers in emergency response to large natural disasters' *Decision Sciences Institute (DSI) Annual Conference*, Baltimore, USA, 16-19 November. [Presenter]
- Gadge, A.; Hughes, K. & Albores, G. (2013) 'Disaster Risk Management: An ICT approach' *Logistics Research Network Conference*, Birmingham UK, 4-6 September. [Peer Reviewed]
- Hughes, K. & Zubac, A. (2013) 'Investing in Resources and Dynamic Bilateral Contracting in an Institutional Context' *Academy of Management (AOM) Annual Conference*, Boston, USA, 3-7 August. [Peer Reviewed Co-presenter]
- Gadge, A. & Hughes, K. (2013) 'ICT in Humanitarian Disaster Risk Management' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 2-8 May. [Peer Reviewed & Presenter]
- Hughes, K. (2013) 'Managing a supply chain of service' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 2-8 May. [Presenter]
- Hughes, K. (2012) 'Value-added activities in the FareShare supply chain' *Decision Sciences Institute (DSI) Annual Conference*, USA, San Francisco, 17-20 November. [Presenter]
- Hughes, K. (2012) 'Supply and demand matching in highly variable supply chains: Case comparison of food banks and donated blood' *Decision Sciences Institute (DSI) Annual Conference*, San Francisco, USA, 17-20 November. [Presenter]
- Gaillard, D. & Hughes, K. (2012) 'Exploring potential business opportunities to create value for a refugee community' *Irish Academy of Management (IAM) Annual Conference*, Maynooth, Irish Republic, 5-7 September. [Peer Reviewed & Presenter]
- Hughes, K. (2012) 'First responders to large international disasters: Identifying supply chain and organizational characteristics' *Irish Academy of Management (IAM) Annual Conference*, Maynooth, Irish Republic, 5-7 September. [Peer Reviewed & Presenter]
- Hughes, K. & Zubac, A. (2012) 'Firms and the Reciprocity of the Process of Investing and the Act of Working' *Academy of Management (AOM) Annual Conference*, Boston, USA, 3-7 August. [Peer

Reviewed & Co-presenter]

- Zubac, A.; Hughes, K. & Brennan, L. (2012) 'Societal and economic implications of firms' resource-investments' *Academy of Management (AOM) Annual Conference*, Boston USA, 3-7 August. [Peer Reviewed & Co-presenter]
- Haskie-Leventhal, D.; Hughes, K.; Hustinx, L. & Handy, F. (2012) 'Happy to serve: Volunteer management and job satisfaction' *International Society for Third Sector Research (ISTR) Annual Conference*, Sienna, Italy, 10-13 July. [Peer Review]
- Cahoon, S., Pateman, H. and Hughes, K. (2012), 'Humanitarian supply chains: key challenges and issues in managing collaboration', *International Conference for Asian Shipping and Logistics (ICASL)*, Yeosu, Korea, 7-10 July. [Peer Review]
- Segal, S.; Jankelson, C.; Arkles, R.; Braks, A.; Duggin, D.; Ellis, N.; Hovey, B.; Hughes, K.; Howell, L.; Matheson, A.; Mead, A.; Rolfe, B. & Walker, J. (2012) 'When being off-track is a way of being on-track: A hermeneutic phenomenological approach to research and research supervision' *11th World Congress of the International Federation of Scholarly Associations of Management (IFSAM)*, Limerick, Ireland, 26-29 June. [Peer Reviewed & Co-Presenter]
- Zubac, A.; Hughes, K. & Brennan, L. (2012) 'The societal and economic implications of firms' resource-investments: The example of gender equity and inequity in work research' *European Academy of Management (EURAM) '12*, Rotterdam, The Netherlands, 6-8 June. [Peer Reviewed & Presenter]
- Hughes, K. (2012), 'Delivering supply chains of service: Sustainable operation in flood and fire response by volunteer organisations in Australia', *Production and Operations Management Society (POMS) Annual Conference*, Chicago, USA, 20-23 May. [Presenter]
- Hughes, K. (2012) 'Coordination and collaboration in emergency management in Australia' *POMS Annual Conference*, Chicago USA, 20-23 May. [Presenter]
- Hughes, K. (2012) 'Talent Management in a large volunteer organization: Contextual issues and challenges' *EIASM Workshop on Talent Management*, Brussels, Belgium, 16-17 April. [Peer Reviewed & Presenter]
- Hughes, K. & Spens, K. (2012) 'A review of the critical challenges and current solutions for water distribution in emergency response' *Health and Humanitarian Logistics Conference*, Hosted by INSEAD & Kühn Logistics Universities, Hamburg, Germany, 21-23 March. [Presenter]
- Rooney, J.R.; Hughes K., & Mead, A. (2011) 'The alignment of philanthropic aims with management control: An empirical study of measuring the impact on recipients and well-being options' *Australian & New Zealand Academy of Management Annual (ANZAM) Conference*, Wellington, NZ, 7-9 December. [Peer Reviewed & Presenter]
- Hughes, K. (2011) 'The re-organization of global coffee supply chains due to stakeholder pressure' *Decision Sciences Institute (DSI) Annual Conference*, Boston, USA, 19-22 November. [Peer Reviewed & Presenter].
- Hughes, K. (2011) 'Successful volunteer-based disaster response - The State Emergency Services (SES) in Australia' *Decision Sciences Institute (DSI) Annual Conference*, Boston, USA, 19-22 November. [Peer Reviewed & Presenter]
- Hughes, K. & Zubac, A. (2011) 'A proposed multi-level and multi-institutional framework for studying dynamic capabilities through an institutional lens' *Professional Development Workshop (PDW) Following emergence in process research: Conceptual frameworks and methodological approaches, Academy of Management Annual (AOM) Conference*, San Antonio, USA, 12-16 August. [Peer Reviewed & Co-Presenter]
- Hughes, K. & Zubac, A. (2011) 'Making the best of capabilities enabled at the institute-level: The case of the humanitarian supply chains' *PDW Fostering publication from around the world in leading organization and strategy journals, Academy of Management Annual (AOM) Conference*, San Antonio, USA, 12-16 August. [Peer Reviewed & Co-Presenter]
- Hughes, K. (2011) 'Agile supply chains and responsive organizations: The first phase in disaster management' *Production and Operations Management Society (POMS) Annual Conference*, Reno, USA, 29 April-2 May. Peer Reviewed & Invited Submission by Track Chair. [Presenter]
- Hughes, K. & Green, R. (2011) 'Northern Sydney's Global Technology Cluster: A scoping study of cluster

- development' *Clusters as Drivers of Competitiveness: Strategies and Policy Issues*, University of Fribourg, Fribourg, Switzerland, 25 March. [Peer Reviewed & Presenter]
- Storer, M.; Ferrer, M.; Hughes, K. & Hyland, P. (2010) 'How does organizational size affect utilization of industry-led supply chain innovation capacity in a traditional industry?' *CINet Annual Conference*, Zurich, Switzerland, 5-7 September. [Peer Reviewed]
- Hughes, K. & Zubac, A. (2010) 'Exploiting the potential of institution-level capabilities: humanitarian supply chains' *Academy of Management Annual Conference (AOM)*, Montreal, Canada, 6-10 August. [Peer Reviewed & Co-Presenter]
- Rooney, J. & Hughes, K. (2010) 'The sustainability of emergency response organisations: A case study exploration of eco-efficiency and 'compassionate' accountability in an emergency response service provider in Australia' *Academy of Management Annual Conference (AOM)*, Montreal, Canada, 6-10 August. [Peer Reviewed & Presenter]
- Hughes, K. & Haugstetter, H. (2010) 'Port amalgamations: Changing the face of service provision and innovation' *International Association of Maritime Economists (IAME)*, Lisbon, Portugal, 7-9 July. [Peer Reviewed]
- Hughes, K. & Haugstetter, H. (2010) 'Learning from logistics networks – Privatisation, a help or a hindrance? An exploratory case study of Flinders Ports using secondary data' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Sydney, Australia, 6-8 June. [Peer Reviewed. [Co-presenter]
- Storer, M.; Hughes, K. & Hyland, P. (2010) 'Revisiting supply chain operational effectiveness' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Sydney, Australia, 6-8 June.
- Rooney, J. & Hughes, K. (2009) 'Balancing sustainability and effectiveness in emergency response: An initial exploration using content analysis' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Melbourne, Australia, 30 November – 2 December. Peer Reviewed. [Presenter]
- Hughes, K. (2009) 'Metrics for survival – The challenge of 'appropriate' measurement of aid in humanitarian supply chains' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Adelaide, Australia, 8-10 June. [Presenter]
- Hughes, K. & Haugstetter (2009) 'Port groups: Enabling the transformation of passive actors in logistics networks?' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Adelaide, Australia, 8-10 June. [Presenter]
- Hughes, K. & Green, R. (2008) 'Identifying potential industry clusters in the Pacific Technology Corridor' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Auckland, NZ, 2-5 December. Peer Reviewed. [Presenter]
- Rooney, J. & Hughes, K. (2008) 'Structuring emergency response: How organisational design facilitates the State Emergency Services (SES) supply chain' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Auckland, NZ, 2-5 December. Peer Reviewed. [Co-Presenter]
- Hughes, K. & Rooney, J. (2008) 'A phased approach to the examination of humanitarian supply chains' *Academy of Management Annual Conference (AOM)*, Anaheim, USA, 8-13 August. [Peer Reviewed & Co-Presenter]
- Hughes, K. (2008) 'Knowledge exchange and business development in an emerging cluster' *Macquarie Graduate School of Management PhD Presentations*, Sydney, Australia, 5 August. [Presenter]
- Hughes, K. (2008) 'Complexities in humanitarian supply chains: Response activities to natural disasters' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Gold Coast, Australia, 8-10 June. [Presenter]
- Hughes, K. (2008) 'Competing on price or fighting for survival? Dual supply chains in the Australian domestic beef industry' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium*, Gold Coast, Australia, 8-10 June. [Peer Reviewed & Presenter]
- Hughes, K. & Scavarda, A.J., (2007) 'Implementing Radio Frequency Identification (RFID) into the Australian beef supply chain: A cultural issue' *International Conference on Supply Chain Management & Information Systems Conference (SCMIS)*, Melbourne, Australia, 9-12 December. [Peer Reviewed & Presenter]

- Rickwood, C.M., White, L., Hughes, K., (2007) 'Retirement: Why delay? Insights into the consumer decision-making process' *Australian & New Zealand Marketing Academy Conference (ANZMAC)*, Dunedin, NZ, 3-5 December. [Peer Reviewed]
- Haugstetter, H. & Hughes, K (2007) 'An examination of the issues involved in taking a complex adaptive systems approach to supply chain management' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Sydney, Australia, 2-4 December. [Peer Reviewed & Co-presenter]
- Rickwood, C.M., White, L., Hughes, K., (2007) 'Saving for retirement: Who does or doesn't save and why? An exploratory study' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Sydney, Australia, 2-4 December. [Peer Reviewed]
- Hughes, K. & Sinclair, M. (2007) 'Challenges in determining supply chain metrics in agri-business supply chains: findings from a study of the Australian beef industry' *Australian & New Zealand Academy of Management OM (Operations Management) Symposium and 1st Asian Pacific Operations Management Symposium*, Melbourne, Australia, 6-7 June. [Presenter]
- Rooney, J. & Hughes, K. (2006) 'Operational performance and governance of outsourced logistics service providers in humanitarian supply chains' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Rockhampton, Australia, 6-9 December. [Peer Reviewed & Co-presenter]
- Coltman, T.; Hughes, K.; Devinney, T. & Whiting, S. (2006) 'Buyer preferences for logistics services attributes' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Rockhampton, Australia, 6-9 December. [Peer Reviewed]
- Hughes, K. & Rooney, J. (2006) 'Outsourced business activities: Examining the issues and gaps in performance measurement' *Academy of Management Conference Annual Conference (AOM)*, Philadelphia, USA, 11-16 August. [Peer Reviewed & Presenter]
- Hughes, K. (2006) 'Relational capital in the Australian and Thai logistics industries' *Australian New Zealand Academy of Management OM (Operations Management) Symposium*, Wellington, New Zealand, 6-8 June. [Peer Reviewed & Presenter]
- Rooney, J. & Hughes, K. (2006) 'Performance measurement of outsourced logistics service providers in disaster relief context' *Australian New Zealand Academy of Management OM (Operations Management) Symposium*, Wellington, New Zealand, 6-8 June. [Peer Reviewed & Presenter]
- Hughes, K. (2005) 'Contribution of relational capital to firm performance in the logistics industry in Australia and Thailand' *Australian New Zealand Academy of Management Annual Conference (ANZAM)*, Canberra, ACT, 7-10 December. [Peer Reviewed & Presenter]
- Selen, W.; Hughes, K. & Hamilton, J. (2003) 'E-Business enabled networks and fourth party logistics (4PL) Providers: an Overview' *Third International Conference on Electronic Business (ICEB)*, Singapore, 9-13 December. [Peer Reviewed]

Organised Sessions / Workshops / Panels / Conferences

- Hughes, K. (2015) Workshop Organiser: 'Teaching Humanitarian Logistics' Professor C. Whybark; K. Hughes; Dr G. Heaslip, Dr N. Altay, *Production and Operations Management (POMS) Annual Conference*, Washington DC, USA, 2-5 May. [Co-Presenter]
- Heaslip, G. & Hughes, K. (2015) Panel Organisers: 'Humanitarian Operations and Crisis Management: Journal Editor's Panel' *Production and Operations Management Society (POMS) Annual Conference*, Washington DC, USA, 2-5 May.
- Hughes, K. (2013) Panel Organiser and Chair: 'The role of media in humanitarian operations' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 3-6 May.
- Hughes, K. & Altay, N. (2013) Co-Panel Organisers: 'Practitioner's Perspective on Disaster Research' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 3-6 May.
- Hughes, K. (2013) Session Organiser: 'Sustainability of Humanitarian Supply Chains' *Production and Operations Management Society (POMS) Annual Conference*, Denver USA, 3-6 May.
- Hughes, K. (2012) Session Organiser: 'Strategic Sourcing, Ethics, and Supply Relationship Management' *Decision Sciences Annual Conference*, San Francisco, 17-20 November.

- Zubac, A. & Hughes, K. (2012) Caucus Organisers: 'Integrating Multidisciplinary Approaches to More Comprehensively Address the Problem of Gender Inequity in Work and Business' *Academy of Management (AOM) Annual Conference*. Dr Zubac, co-organiser / discussant, Hughes co-organiser / facilitator. Panel included: Professor V. Ambrosini (Monash University); Professor H. Scullion (National University of Ireland, Galway); Professor J. Billsberry (Deakin University); Professor D. Billimoria (Case Western Reserve University); C. Braind (CEO, Women on Boards) Boston USA, 3-7 August. [Co-Presenter]
- Hughes, K. (2011) Chair of Academic Organising Committee: *SMART Research Forum* (associated with SMART Supply Chain, Logistics and Transport Industry Conference), Sydney, Australia, 24 May.
- Hughes, K. (2010) Conference Organiser and Host: *8th Annual ANZAM Operations, Services and Supply Chain Management Symposium*, MGSM Publication, Macquarie University, Sydney Australia, June 6-8.
- Bendoly, E. & Hughes, K. (2010): Co-Organisers All Academy Theme Seminar Panel: 'Companies that Dare to Care: Passion and Compassion in Business' with a panel of industry and academic experts, Chaired by Professor M. Teagarden (Thunderbird School of Global Management, Glendale, USA) *Academy of Management (AOM) Annual Conference*, Montreal, Canada, 6-10 August.
- Hughes, K. (2010) Symposium Organiser and Host: *8th Annual ANZAM Operations Management, Supply Chain and Services Management Symposium*, Sydney, Australia, 6-8 June.
- Hughes, K. (2009) Co-develop and Organise: *1st SMART Research Forum* in association with *SMART (Industry) Conference*, Sydney, Australia, 9 June.

Industry Presentations / Reports / Publications

- Green, R. & Hughes, K. (2013) *Northern Sydney Global Technology Corridor*, Industry and Investment NSW (formerly DSRD) [In Confidence]. An abridged version of this report was released at the end of September 2011: Horrigan, D. (2011) *Strategic Serendipity: The Art of Being in the Right Place at the Right Time... with the Right People*, Australian Business Foundation, Sydney, Australia.
- Hughes, K. (2012) 'Collaboration – The human factor' *DHL Collaboration Workshop*, DHL Global Express.
- Brennan, L.; Hughes, K. & Zubac, A. (2011) 'More advanced economies and greater social progression: Firm resources, strategic investment decisions and using female talent optimally' *WOB eNews: Article of the Month* in *Women on Boards* (www.womenonboards.org.au), Melbourne, Australia, July/August.
- Hughes, K. (2011) 'Pursuing collaborative projects and supply chain alignment' *FAPM (Federation of Automotive Products) Northern Region Group Meeting*, Sydney, Australia, 2 March. [Presenter]
- Green, R. & Hughes, K. (2009) 'Northern Sydney Global Technology Corridor' *MGSM Breakfast Series*, MGSM, Macquarie University, Sydney Australia, 24 November. [Co-Presenter]
- Hughes, K. (2009) 'Humanitarian supply chain' *Dispatch, Newsletter for Logistics Association of Australia Ltd (LAA)*, Sydney, Australia, Issue 4.5 June.
- Hughes, K. & Green, R. (2008) 'Pacific Corridor scoping study' *Business After Hours, Ryde Business Forum*, MGSM, Macquarie University, Sydney, Australia, 14 May. [Co-presenter]
- Gattorna, J. & Ellis, D. (2008) *Textile, Clothing and Footwear Review: Supply Chain Considerations*, Sydney, Australia, July. Acknowledged Contributor.
- Hughes, K. (2008) 'Our country, our Beef' *Country BIZ*, Rex Airlines Inflight Magazine, Sydney, Australia, April. pp. 82-84.
- ABC Radio (2007) 'Greed is good?' Radio interview with MGSM MBA and Research students, *Australian Broadcasting Commission (ABC)*, December. [Interviewee]
- Sinclair, M. & Hughes, K. (2007) 'Beef Chain Consortium' *SMART Conference*, Sydney, Australia, September. [Co-presenter]
- Hughes, K. & Sinclair, M. (2007) 'Alignment issues in the Australian beef supply chain' *Logistics Association of Australia (LAA) Dinner Meeting*, Sydney, Australia, August. [Co-presenter]
- Sinclair, M. & Hughes, K. (2007) 'Taking the bull out of the beef' *MHD Supply Chain Solutions*, Sydney, Australia, September-October, pp. 34-37.
- Sinclair, M. & Hughes, K. (2007) 'Beef Chain project review' *Dispatch, Newsletter for Logistics Association of Australia Ltd (LAA)*, Issue 2.1, Sydney, Australia, March.

- Hughes, K. (2007) 'Superiority beats size' *Business Review Weekly (BRW)*, MGSM-BRW Management Update, Book Review of *Small Giants* by Bo Burlingham, January.
- Hughes, K. (2006) 'Lean and six sigma changes culture at Heatcraft Australia Pty Ltd' *APICS e-newsletter*, 20 April, circulation 2500 & *LAA e-newsletter*, April, circulation 930.
- Hughes, K. (2006) 'Beef Supply Chain Project' *Momentum 06 Australia / New Zealand Manhattan Associates User Conference*, Melbourne, Australia, November. [Presenter]
- Hughes, K. (2006) Team Leader Presentation, Macquarie University launch: *Memorandum of Understanding (MOU) Ceremony* with Thai Tsunami Volunteer Center (TVC), Sydney, Australia, September. [Presenter]
- Hughes, K. (2005) 'Tsunami re-build in Khao Lak with Tsunami Volunteer Center (TVC)' *English and Linguistics Department*, Mahidol University, Bangkok, Thailand, July. [Presenter]
- Hughes, K. (2005) 'International skills sourcing' *Industry Report for Hudson Global Resources (Aust) Pty Ltd.*, Sydney, Australia. Commercial-in-Confidence.
- Hughes, K. & Corbel, C. (2004) 'Assessment of 'Business to Customer' online offerings for acl' Report for presentation to the *Board of the Australian Centre for Languages (acl)*, Sydney., Australia. Commercial-in-Confidence.
- Rodwell, J. (2004) *The Contact Centre Management Report 2004*, Non Refereed Industry Report, Sydney, Australia. . [Acknowledged Contributor]
- LAA (2004) *Characteristics, Strategies & Trends for 3PL/4PL in Australia 2004*, Non Refereed Industry Report: Member of Research Team, Sydney, Australia. [Acknowledged Contributor]
- Hall, C. (2003) 'The potential to reduce risk margins for bank lending by improved online learning for SMEs in Southeast Asia' *APEC Project Report for PECC*, USA. [Acknowledged Contributor]

Invited Contributions

- Hughes, K. (2016) **Invited Caucus Participant** 'Relationship between Strategy Implementation and Organizational Change', *2016 Academy of Management (AOM) Annual Conference*, Anaheim, USA, 5-9 August.
- Hughes, K. (2016) **Invited Panel Participant** 'Track 4: Supply Chains, Sustainability and Local Development' *Academy of International Business (AIB) Conference*; New Orleans, USA, 28-30 June.
- Hughes, K. (2016) **Invited Presentation** 'Use of Remote Sensing and GIS in Humanitarian Logistics', *Production and Operations Management Society (POMS) Conference*, Orlando, USA, 6-9 May.
- Hughes, K. (2015) **Invited Presentation** 'Water provision in disaster response' *Production and Operations Management Society (POMS) Conference*, Orlando, USA, 6-9 May.
- Hughes, K. (2014) **Guest Lecture and Workshop** 'Humanitarian Logistics' to 4th year students in Logistics and Supply Chain Management, *Napier University*, Edinburgh, Scotland, 20 March.
- Hughes, K. (2014) **Guest Lecture** 'Logistics and Supply Chain Management' in *D11SC Corporate Social Responsibility*, Built Environment Degree, School of the Built Environment. Heriot-Watt University, Edinburgh, Scotland, 3 March.
- Hughes, K. (2013) **Guest Lecture and Workshop** 'Humanitarian Logistics' to 4th year students in Logistics and Supply Chain Management, *Napier University*, Edinburgh, Scotland, 21 March.
- Hughes, K. (2013) **Guest Lecture** 'Sustainable Supply Chain Management' in *D11SC Corporate Social Responsibility* in the Built Environment Degree, School of the Built Environment. Heriot-Watt University, Edinburgh, Scotland, 4 February.
- Hughes, K. (2012) **Invited Presentation** 'Humanitarian Logistics Metrics' in the *Accounting for Society and Environment (ASE) Research Workshop*, Heriot-Watt University, Scotland, 5 December.
- Hughes, K. (2012) **Invited Panellist** 'Thought Leader Panel: Humanitarian and Disaster Relief Supply Chains' *Decision Sciences Institute Conference*, San Francisco, USA, 16-20 November.
- Cahoon, S., Pateman, H. and Hughes, K. (2012) **Conference Paper Selected as Keynote Presentation**, 'Humanitarian supply chains: key challenges and issues in managing collaboration', *International Conference for Asian Shipping and Logistics (ICASL)*, Yeosu, Korea, 7-10 July. [Peer Reviewed]

- Hughes, K. (2012) **Invited Presentation** 'Coordination and collaboration in emergency management in Australian' Humanitarian Operations and Crisis Management Track, *POMS International Conference*, Chicago, USA, 19 April-23 May.
- Hughes, K. (2011) **Invited Roundtable Presentation** 'Tensions in talent management in a volunteer emergency response organisation' Researchers and Practitioners Roundtable, *Volunteering Australia National Conference*, Gold Coast, Queensland, 28-30 November.
- Hughes, K. (2011) **Invited Presentation** 'PhD: Structure of humanitarian supply chain response' at the *Humanitarian Logistics Group (HLG)*, INSEAD, Fountainebleau, France, 30 June.
- Hughes, K. (2011) **Invited Presentation** 'PhD: Structure of humanitarian supply chain response' at the *Humanitarian & Emergency Logistics Professionals (HELP) meeting*, Cranfield, University, UK, 17 June.
- Hughes, K. (2011) **Invited Paper Presentation**: 'Volunteer emergency response: The Australian approach to disaster management', *Managerial Insights from Latest Supply Chain Management Research Seminar*, Hanken School of Economics, Finland, 30 May.
- Hughes, K. (2011) **Invited International Panellist** Panel Discussion: 'Global disaster response - views from different continents' *Managerial Insights from Latest Supply Chain Management Research Seminar*, Hanken School of Economics, Finland, 30 May.
- Hughes, K. (2011) **Opening Keynote Presentation** 'Industry-University collaboration: Are we speaking at cross purposes?' *SMART Research Forum, SMART Supply Chain, Transport and Logistics Industry Conference*, Sydney, Australia, 24 May.
- Hughes, K. (2011) **Invited Presentation to Undergraduate Students** 'Stories from the front line: Humanitarian logistics' *Australian Maritime College*, University of Tasmania, Launceston, Australia, 12 May.
- Hughes, K. (2011) **Guest Lecture to Maritime MBA Students** 'Third-Party Logistics (3PL) case studies and industry findings' *Australian Maritime College*, University of Tasmania, Launceston, Australia, 12 May.
- Hughes, K. (2011) **Research Seminar** 'A phased approach to humanitarian supply chains' *Australian Maritime College*, University of Tasmania, Launceston, Australia, 12 May.
- Hughes, K. (2011) **Invited Author/Presentation** 'Agile supply chains and responsive organizations: The first phase in disaster management' for *Humanitarian Operations and Crisis Management Track, POMS International Conference*, Reno, USA, 29 April-3 May.
- Hughes, K. (2010) **Guest Lecture** 'Northern Sydney's Global Technology Corridor' Centre for Innovation & Structural Change (CISC) Speaker Series, *National University of Ireland*, Galway Ireland, 2 November.
- Hughes, K. (2010) **Invited Panellist** 'From intent to reality: Making an international competitive cluster happen' Conference: *Transforming Manufacturing Hubs into Internationally Competitive Clusters in Medical Technology: The Experiences of Massachusetts and Ireland*, Centre for Innovation & Structural Change (CISC), National University of Ireland, Galway Ireland, 28 October.
- Hughes, K. (2010) **Guest Lecture** 'Supply chain transitions in disaster response' Masters of Supply Chain (MSC) course, *Logistics Research Institute Centre*, Hull University Business School, Hull UK, 8 October.
- Hughes, K. (2010) **Guest Presentation** 'Structure of humanitarian supply chains' *Logistics Research Institute Centre*, Hull University Business School, Hull UK, 8 October.
- Hughes, K. (2010) **Industry Panellist** for review of MBA final projects in two courses of MGSM860 Strategic Management, *Macquarie Graduate School of Management*, 31 September-1 October.
- Hughes, K. (2010) **Guest Presentation** 'Nike's CSR challenges' *Green Supply Chains Workshop*, Global Supply Chain Group, Sydney Australia, 18 June.
- Hughes, K. (2010) **Moderator** for Plenary Panel 'Practitioners Speak: Current issues and challenges faced by businesses in their supply chains' *8th Annual ANZAM OM Symposium*, Macquarie Graduate School of Management, Sydney Australia, 8 June.
- Hughes, K. (2010) **Invited Keynote Panellist** 'Supply chain types' Industry Workshop: *Supply Chains at the Extreme – Their emerging role supporting development aid and humanitarian relief*, Macquarie Graduate School of Management, Sydney Australia, 22 February.
- Hughes, K. (2010) **Guest Lecture** 'Global labour sourcing: A consulting project through the lens of supply chain management' *JE Cairnes School of Business & Economics Guest Lecture Series*, National

University of Ireland, Galway (NUIG) Ireland, 29 January.

Hughes, K. (2008) Guest Lecture 'Managing supply chain response in disasters' Masters and Undergraduate Course: *DISC4361 Supply Chain Management*, CT Bauer College of Business, Houston University, USA, 25 September.

Hughes, K. (2007) Invited Presentation at *Think-tank on Humanitarian Supply Chains*, Kenan Institute, UNC Kennan-Flagler Business School, University of North Carolina, USA, 26-28 October.

Academic Awards

Best Papers

2011: Selected for 'New Talent Showcase': One of a series of special Featured Sessions intended to be premiere showcases the top 15-20% papers, Hughes, K. (2011) 'The Re-organization of Global Coffee Supply Chains due to Stakeholder Pressure' *Decision Sciences Institute (DSI) Annual Conference*, Boston, USA, November.

2009: Best Paper Award in Public Sector and Not-for-Profit Stream, Rooney, J. & Hughes, K. (2009) 'Balancing sustainability and effectiveness in emergency response: An initial exploration using content analysis' *Australian & New Zealand Academy of Management Annual Conference (ANZAM)*, Melbourne, Australia, December. [\$500 cash award]

2008: Best Student Paper Finalist Award in Operations Management Division (OM), Hughes, K. & Rooney, J. (2008) 'A phased approach to examining humanitarian supply chains' *Academy of Management Annual Conference (AOM)*, Anaheim, USA, August.

2006: Best Paper Award in Marketing Stream, Coltman, T.; Hughes, K.; Devinney, T. & Whiting, S. (2006) 'The Relative Importance of Logistic Service Provider Attributes', *Australian New Zealand Academy of Management Annual Conference (ANZAM)*, Rockhampton, Australia, December.

Reviewer Awards

2016: Best Reviewer Award in Operations Management Division (OMD), *Academy of Management Annual Conference (AOM)*, Anaheim, USA, August.

2013-14: Top Reviewer Award *Journal of Operations Management (JOM)*

2011: Best Reviewer Award in International Management Division (IMD), *Academy of Management Annual Conference (AOM)*, San Antonio, USA, August.

2009: Best Reviewer Award in Business Policy & Strategy Division (BPS), *Academy of Management Annual Conference (AOM)*, Chicago, USA, August.

2008: Best Reviewer Award in International Management Division (IM), *Academy of Management Annual Conference (AOM)*, Anaheim, USA, August.

Scholarship and Competition Awards

2016: EU Researchers Night, *Explorathon 2016*, travel and workshop fees covered by Beltane Engagement Network, Scotland, 30th September. www.beltanenetwork.org

2016: Aurora: Developing Future Leaders for Higher Education Women's Programme: nominated representative London Programme, for University of Greenwich Business School. www.lfhe.ac.uk

2013: New Academic Bursary: for 'Innovation and the Student Experience' *ABS Annual Learning and Teaching Conference 2013*, Nottingham, 23rd-24th April [£5,000]

2012: Heriot-Watt Crucible Candidate: nominated by Head of School, 6 month programme in leadership and development to enhance innovative research capacity and impact through interdisciplinary collaborations and knowledge transfer. www.hw.ac.uk/hw-crucible.htm

2011: Research Student Bursary: competitive subsidised award for three Research Students in each state for *2011 National Conference on Volunteering*, Gold Coast Australia, November [\$425 AUD for conference fees].

2010: Macquarie University Post Graduate Research Fund (MUPGRF), competitive Research Award for final year PhD students at Macquarie University for International Research Collaboration in the

Reviewing: Conferences

- 2016 (since 2006) Regular Reviewer *Academy of Management (AOM) Annual Conferences* - 2006-2011: 8 to 10 papers/year; 2012: 3 papers, 2013: 5 papers; 2014: 3 papers; 2016: 6 papers
- 2012 Ad Hoc Reviewer *British Academy of Management (BAM) Annual Conference* - 2 papers
- 2012 Ad Hoc Reviewer *Irish Academy of Management (IAM) Annual Conference* - 1 paper
- 2011 (since 2008) Regular Reviewer *Decision Sciences Institute (DSI) Conferences* - 3 papers/year
- 2011 Ad Hoc Reviewer *Academy of International Business (AIB) Annual Conference* - 3 papers
- 2010 (since 2007) Regular Reviewer *Australian New Zealand Academy of Management (ANZAM) Annual Conferences* - 3 to 5 papers/year
- 2010 (since 2008) Regular Reviewer *ANZAM OM Symposium* - 3 papers/year
- 2010 Ad Hoc Reviewer *Continuous Innovation Network (CINet) Annual Conference* - 1 paper

Service

- 2014 Co-Track Chair 'Humanitarian Operations and Crisis Management Track' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 3-6 May.
- 2013 Co-Track Chair 'Humanitarian Operations and Crisis Management Track' *Production and Operations Management Society (POMS) Annual Conference*, Denver, USA, 3-6 May.
- 2013 Session Chair 'Emerging issues in humanitarian and disaster relief supply chain management' *Production and Operations Management Society (POMS) Annual Conference*, Denver USA, 3-6 May.
- 2013 Session Chair 'Sustainability of humanitarian supply chains' *Production and Operations Management Society (POMS) Annual Conference*, Denver USA, 3-6 May.
- 2012 Invited Chair of Paper Session 'Firm Development, Industry Clustering, and Business Performance of Foreign Market Entrants' *Academy of Management (AOM) Annual Conference*, Boston, USA, 3-7 August.
- 2011 Stream Chair 'Procurement and Supply Chain Strategies' *SMART (Industry) Conference*, Sydney, Australia, 25 May.
- 2009 Session Chair *AOM Annual Conference*, Chicago, USA, 7-11 August.
- 2008 Session Chair *ANZAM Annual Conference*, Melbourne, Australia, 2-5 December.
- 2008 Session Chair *DSI Annual Conference*, Baltimore, USA, 22-25 November.
- 2008 Session Chair *ANZAM OM Symposium*, Gold Coast, Australia, June.

Miscellaneous Activities

- 2015-16 Health and Safety Committee Representative, Department of Systems, Management & Strategy (SMS), Business School, University of Greenwich.
- 2012-15 Vice President Communications, *School of Humanitarian Operations and Crisis Management (HOCM)*, Production and Operations Management Society (POMS).
- 2012-13 Class Representative, Post Graduate Certificate in Academic Practice (PGCAP) cohort, Heriot-Watt University.
- 2011 Co-developed 'Strategic Influence' Workshop with industry experts for MGSM PhD students.
- 2010 Member MGSM Interview Panel for employing *Higher Degree Research Manager (HDRM) in Learning and Development*, November – December.
- 2010 Student and Research Team Representative, Research Action Group (RAG), MGSM Research.
- 2009 Business Advisor, *Students in Free Enterprise (SIFE)*, Macquarie University.
- 2009 Co-Judge Supply Chain Award, SMART (Industry) Conference, Sydney, Australia, 11-13 June.
- 2008 PhD Student Representative, Research Action Group (RAG) advisory group to MGSM Research.
- 2008-11 Co-developed and Organised with Dr Steven Segal, *MGSM Dinner Series Presentations: 'Power of Research in Organisations (PORIO)'*. Events ran 3 - 4 times per year, aiming to: a) encourage networking of students and academics across MGSM; and b) provide students exposure to the research journeys of successful academics.
- 2008 PhD Student Representative, Research Action Group (RAG) for PhD, MGSM.
- 2008 PhD Student Representative, MGSM Higher Degrees Research Committee (HDRC).

- 2008 Representative for Logistics Association of Australia (LAA)** at the *Council of Supply Chain Management Professionals (CSCMP) Annual Conference*, Denver, USA, 5-8 October.
- 2008 Co-organiser** *Integrated Logistics and Supply Chain Management*, Executive Education Course with Lew Roberts (consultant) and Professor John Bartoldi (Georgia Institution of Technology). Joint initiative with Logistics Association of Australia (LAA) and Commonwealth Scientific Industrial Research Organisation (CSIRO), at MGSM, Macquarie University, Sydney, Australia, 28-30 May.
- 2006 Participant in Logistics Association of Australia (LAA) Mentor Program** (1 year), Sydney, Australia.
- 2005 Judge for Final Project Presentations**, *Executive Supply Chain Management Program*, Assumption University, Bangkok, Thailand, October.
- 2003-2006 Co-founder and Vice President** *MGSM Networker* Student entrepreneurial network group meeting monthly. When membership reached 600 MGSM requested co-branding.

Research Periods at Other Universities

- HumLog Insititute, Hanken School of Economics (2015)**, Helsinki, Finland. Research with Professor Karen Spens, 1 week August.
- Macquarie Graduate School of Management (MGSM) (2012)**, Sydney, Australia. Research with Dr Steven Segal and Dr Debbie Haski-Levinthal, 3 weeks August.
- Cranfield University (2011)**, Beresford, UK. Research with Professor Martin Christopher, 3 weeks June-July.
- HumLog Insititute, Hanken School of Economics (2011)**, Helsinki, Finland. Research with Professor Karen Spens and team, 2 weeks June.
- National University of Ireland Galway (NUIG) (2010-11)**, Galway, Irish Republic. Research with *Centre for Innovation and Structural Change* with Director Dr James Cunningham and Dr Majella Giblin. Three Visits: 2 days Feb 2010; 10 days October 2010; 16 days March 2011.
- Visiting Scholar, Stephenson Disaster Management Institute (SDMI) (2009-10)**, Louisiana State University (LSU), Baton Rouge, USA. Research with SDMI Institute. 6 months August-February.
- Bauer College of Business (2008)**, University of Houston (UH), Houston, Texas, Research with Dr Jamison Day, USA, 3 Months.
- Australian Maritime College (AMC) (2006-12)**, University of Tasmania (UTas), Launceston, Australia. Research with Senior Lecturer Hilary Haugstetter/Pateman, annually; approximately 5 days/year.

PROJECTS / CONSULTING & NON ACADEMIC POSITIONS (only Major Projects included)

University of Western Sydney (UWS) - Research

Aug 2011 to Feb 2012 (2-3 days/week)

Project: *An investigation of the impact of retail distribution on tobacco purchase and smoking, and on high-kilojoule food purchases.* **Employed by:** UWS for Australian Research Council (ARC) Pilot Proposal Grant.

Chief Principal Investigator: Professor S. Burton (Marketing) UWS. **CI's:** Dr D. Spanjaard (Marketing) UWS; Ms L. Clark (Director Health Studies Program) Macquarie University; Dr R. MacKenzie (Health Studies) Macquarie University; Dr K. Jackson (Research Associate Professor) Brown University USA. **Duties and Responsibilities:** co-ordinate research, conduct interviews, data analysis, interpretation of results, manage budget, reporting.

Macquarie Graduate School of Management (MGSM) - Research Associate

Mar 2010 to end July 2011 (Half-time)

Project: part of MGSM Research Strategy Team. Input into strategic research direction, facilitate improved research culture, develop and support of research clusters. **Reporting to:** Professor R. Badham and Dr R. Carter. **Duties and Responsibilities:** Develop and facilitate training courses: on ethics, grant writing, networking etc. Work with staff / students on grant applications, and data analysis - research projects.

Business Consultant – Own Business

Since 2003

Consulting Projects: on strategy, supply chain, marketing, industry clusters, competitive intelligence, research and analysis. Usually employed as Project Manager or Lead Researcher in consulting teams. These projects included for-profit and not-for-profit organisations: DHL(Asia); Commander (Australia) P/L; Honeywell; Logistics Bureau P/L; Genroe P/L; Hudson Global Resources (Australia); Asthma Foundation; Australian Centre for Languages; Cornerstone Community (not-for-profit), and New South Wales (Australia) Health Department.

Louisiana State University USA - Visiting Scholar

2009-2010 (6 months): two Projects

a) **Stephenson Disaster Management Institute (SDMI): *Challenges in Emergency Response* (6 months)**

Project Duties: examine key challenges / possible solutions for improving mitigation, preparation, and emergency response activities of businesses, government, Voluntary Organizations Active in Disaster, and NGOs in USA

b) **Louisiana State University: *Supply Chain Structure and Management* (3 months)**

Project Description: develop supply management strategies to improve efficiency and resilience of disaster response activities for businesses. Department of Homeland Security (DHS) Grant to North Carolina's Centre of Excellence: Natural Disasters, Coastal Infrastructure and Emergency Management (DIEM)

Mapping the Connections - Lead Researcher

2009 (contract)

Project: industry-based with Elton Consulting for *Enterprise Connect* reporting to the Australian Federal Government (DIISR - Department of Innovation, Industry, Science and Research). Identification of industry clustering and supply chain flows in the manufacturing, information and communication technology, and defence industries in South Australia.

Bauer College of Business, University of Houston - Research Guest

2008 (August - November)

Project: Research collaboration with Decision Sciences academics. Presented guest lecture.

Pacific Corridor Cluster Project - Project Manager

2007-2009 (part-time)

Project: Mapping the clustering activities and supply chains in Northern Sydney's Global Technology Corridor; identified by the NSW Government as an economic region of state, national and international significance. Identifying industry sectors engaged in these clustering activities and gaps in linkages for further studies on firm interactions, supply chains and networks, to better understand what makes a cluster successful.

Employed by: Macquarie Graduate School of Management as a collaborative project with co-sponsors - Department of State and Regional Development New South Wales DSRD (now Industry and Innovation New South Wales I&I NSW) and the Australian Business Foundation. **Chief Investigator:** Dean of MGSM, Professor Roy Green (now Dean of Business at University of Technology, Sydney). **Duties:** co-ordinate research, manage research assistant, develop themes, ethics application, develop and conduct industry interviews, develop survey instrument (best-worst experiment), data analysis and interpretation of results, manage budget and reporting activities, co-present results, co-author final industry report.

Beef Chain Consortium: - Project Manager/Principal Investigator

2007-2009 (part-time)

Project Strategic fit and performance measurement issues in the Beef Sector of Australian agri-business supply chain. Logistics Association of Australia P/L (LAA): Logistics Research Program. Explore the nature of the Australia domestic beef industry to provide a context for the study by examining: industry supply and

demand characteristics; the various organisations involved; regulatory aspects; alignment issues; and the environmental aspects of beef production. In addition, identify performance measures used in individual organisations and across the supply chain; considering activity based costing. **Funding Co-sponsors:** Funding - Manhattan Associates, Costa Logistics P/L; 'In kind' funding - University of Western Sydney (UWS), Benchmarking Success, and Logistics Bureau. **Project Developed by:** M. Sinclair - formerly Costa Logistics and K. Hughes at MGSM. **Duties:** develop research brief and project direction, apply for sponsorship, ethics application, manage research, direct Research Associate, design research methodology, conduct interviews, data analysis, co-prepare / present at industry conferences, co-write final report.

Supply Chain Alignment Project: - Lead Researcher

2006 (full-time)

Project: *Modelling the Dynamics of Supply Chain Alignment: Linking Customer Behaviour to Internal Capabilities*. Australia Research Council (ARC) grant \$1.8 million AUD. **Employed by:** University of Wollongong.

Principal Investigators: Professor J. Gattorna, adjunct Professor MGSM and Professor E. Andersen, previously Dean of Australia Graduate School of Management (AGSM). **Duties:** Conduct literature review, prepare ethics approval, prepare and conduct interviews (through interpreters) in Australia, Japan, Korea, Hong Kong and China with senior managers; analysis of secondary and interview data; preparation and distribution of survey; data analysis; collaborate on reports, conference papers and journal articles.

Characteristics, Strategies and Trends for 3/4PLs in Australia - Researcher

2003-2004 (part-time)

Project: *Characteristics, Strategies and Trends for 3/4PLs in Australia*. Scope of research included in-house logistics through to various outsourcing business models (3PLs and 4PLs); with a focus on productivity, cost-savings and functional excellence. Logistics Association of Australia P/L (LAA), Logistics Research Program with Sydney Business School (University of Wollongong), Macquarie Graduate School of Management, and Cranfield University. **Employed by:** University of Wollongong. Co-sponsored Project with BlueScope Steel, Linfox Australia, DHL, Manugistics P/L, Logistics Bureau, Lucis. **Chief Investigators:** Professors J. Gattorna (UWS), W. Selen (MGSM) and M. Christopher (Cranfield, UK) **Duties:** Develop and conduct interviews, survey development, data analysis, co-writing report.

MBA program and commenced own Consulting Business – Sydney, Australia

2002-2004 (part-time) at Macquarie Graduate School of Management

Volunteer – Bangkok, Thailand

2000-2001

Self-supported volunteer working on micro-enterprise activities and training students in sound engineering at a student centre at Ruumkhumhaeng University, Bangkok.

IKEA Australia – Department Manager & later Business Analyst

1994-2000 Left to do volunteer work in Thailand

1994 part-time Sales, then full-time Activities Manager (internal marketing and promotions)

1995 Managerial Traineeship with IKEA, including training in USA

1995-96 promoted to Second-in-Change Markethall (Accessories), three months later Markethall Manager. Duties: responsible for annual budget of \$11 million AUD; supervision, training and roster 20+ staff; stock ordering, store inventory control, and replenishment; promotions collaborating with Store Decorators, signage, and merchandising; Acting Store Manager twice a week etc.

1996-2000 promoted to Head Office IKEA Australia, including time in Singapore at Asia-Pacific Head Office.

Duties: responsible for national inventories, monitoring inventory levels in all stores and warehouses; determining safety stock, national orders and distribution to state warehouses. Training store/warehouse employees in logistics and supply chain; liaison with Sales Team and reporting

weekly reviews and for national budgets. Last project with IKEA was a supply chain re-design project from Europe to SE Asia and Australia.

LANGUAGE SKILLS

English - native

Thai - spoken (lower intermediate), reading (basic)

REFERENCES

Contact Details for Referees Available upon Request



THE UNIVERSITY OF NEW SOUTH WALES

This is to certify that

KATHRYN ANNE HUGHES

was admitted by the Council to the degree of

BACHELOR OF SCIENCE

in Geography
with Honours Class 1

on the eighth day of May 1990

Chancellor

Vice-Chancellor

Deputy Vice-Chancellor (Academic)
Registrar and Deputy Principal

By authority of the Council, the Seal of
the University is hereunto affixed this
seventh day of September 2004



THE UNIVERSITY OF NEW SOUTH WALES

Academic Transcript

KATHRYN ANNE HUGHES (7920822)

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AWARDS

BSc	BACHELOR OF SCIENCE
SPECIALISATION:	GEOGRAPHY
LEVEL:	HONOURS CLASS 1
DATE OF COMPLETION:	31 DECEMBER 1989
DATE OF CONFERRAL:	08 MAY 1990
MAppSc	MASTER OF APPLIED SCIENCE
SPECIALISATION:	REMOTE SENSING
DATE OF COMPLETION:	31 DECEMBER 1995
DATE OF CONFERRAL:	10 OCTOBER 1997

ENROLMENT HISTORY SUMMARY

TERM	CAREER	PROGRAM
SEMESTER 1 1979	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1979	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1980	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1980	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1981	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1981	UNDERGRADUATE	3380 LANDSCAPE ARCHITECTURE - BLArch
SEMESTER 1 1982	UNDERGRADUATE	3380 LANDSCAPE ARCHITECTURE - BLArch
SEMESTER 2 1982	UNDERGRADUATE	3380 LANDSCAPE ARCHITECTURE - BLArch
SEMESTER 1 1983	UNDERGRADUATE	3380 LANDSCAPE ARCHITECTURE - BLArch
SEMESTER 2 1983	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1984	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1984	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1985	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1985	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1986	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1986	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1987	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1987	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1988	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 2 1988	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
FULL YEAR TERM 1989	UNDERGRADUATE	3970 SCIENCE AND MATHEMATICS - BSc
SEMESTER 1 1990	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1990	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1991	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1991	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1992	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1992	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1993	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1993	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1994	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1994	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1995	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 2 1995	POSTGRADUATE	8026 REMOTE SENSING - MAppSc
SEMESTER 1 1996	POSTGRADUATE	8047 APPLIED SCIENCE - MAppSc
SEMESTER 2 1996	POSTGRADUATE	8047 APPLIED SCIENCE - MAppSc

ENROLMENT HISTORY DETAILS

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THE UNIVERSITY OF NEW SOUTH WALES

Academic Transcript

KATHRYN ANNE HUGHES (7920822)

Page 2

UNDERGRADUATE		3060 FOOD SCIENCE AND TECHNOLOGY - BSc	
SEMESTER 1 1979			
SESSION ONE			
BIOS 17031	CELL BIOLOGY	55	CREDIT
CHEM02121	CHEMISTRY 1A	47	PASS CONCEDED
MATH 10021B	GENERAL MATHEMATICS 1B	57	PASS
SEMESTER 2 1979			
SESSION TWO			
BIOS 17021	BIOLOGY OF HIGHER ORGANISMS	66	CREDIT
CHEM02131	CHEMISTRY 1B	58	PASS
GENS 264004	CHINA SINCE THE REVOLUTION	68	CREDIT
MATH 10021C	GENERAL MATHEMATICS 1C	80	PASS
SEMESTER 1 1980			
SESSION ONE			
BIOC 41101	BIOCHEMISTRY	56	PASS
MICR 44143	MICROBIOLOGY A5	65	CREDIT
UNDERGRADUATE		3970 SCIENCE AND MATHEMATICS - BSc	
SEMESTER 2 1980			
SESSION TWO			
GENS 265004	SOCIAL WELFARE AND IDEOLOGY IN AUSTRALIA	58	PASS
GENS 267002	AUSTRALIAN FICTION SINCE 1970	77	DISTINCTION
SEMESTER 2 1981			
SESSION TWO			
GENS 264007	ETHNIC MINORITIES AND U.S. SOCIETY		ABSENT FAIL
SEMESTER 2 1985			
SESSION TWO			
GENS 262501	TECHNOLOGY AND DEVELOPMENT	80	DISTINCTION
GEOG27183	GEOMORPHOLOGY	65	CREDIT
GEOG27819	TECHNOLOGY AND REGIONAL CHANGE	77	DISTINCTION
GEOG27808	AUSTRALIAN NATURAL ENVIRONMENTS	78	DISTINCTION
SEMESTER 1 1987			
SESSION ONE			
GEOG27143	BIOGEOGRAPHY	88	HIGH DISTINCTION
GEOG27193	ENVIRONMENTAL IMPACT ASSESSMENT	80	DISTINCTION
GEOG27862	AUSTRALIAN ENVIRONMENT AND NATURAL RESOURCES	82	DISTINCTION
SEMESTER 2 1987			
SESSION TWO			
BIOS 17012	GENERAL ECOLOGY	80	DISTINCTION
GEOG27852	GEOGRAPHIC INFORMATION SYSTEMS	92	HIGH DISTINCTION
GEOG27862	ECOSYSTEMS AND MAN	81	DISTINCTION

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Page 3

SEMESTER 1 1988			
SESSION ONE			
BIOS 43111	FLOWERING PLANTS	73	CREDIT
BIOS 43112	TAXONOMY AND SYSTEMATICS	76	DISTINCTION
BIOS 43142	ENVIRONMENTAL BOTANY	78	DISTINCTION
GEOG27175	INTRODUCTION TO REMOTE SENSING	79	DISTINCTION
SEMESTER 1 1989			
SESSION ONE			
GEOG17884	ADVANCED GEOGRAPHIC METHODS	68	CREDIT
FULL YEAR TERM 1989			
FULL YEAR SESSION			
GEOG27844	HONOURS GEOGRAPHY	95	HIGH DISTINCTION
UNDERGRADUATE 3380 LANDSCAPE ARCHITECTURE - BLArch			
SEMESTER 1 1984			
SESSION ONE			
GENS 293505	ASPECTS OF NINETEENTH CENTURY ART	64	PASS
GEOG27801	INTRODUCTION TO PHYSICAL GEOGRAPHY	72	CREDIT
LAND 376041	LANDSCAPE GRAPHICS 1	68	CREDIT
LAND 377011	LANDSCAPE GRAPHICS (ART) 1	71	CREDIT
SEMESTER 2 1984			
SESSION TWO			
LAND 376042	LANDSCAPE GRAPHICS 2	71	CREDIT
LAND 376352	PLANTS AND PLANTING METHODS 1	66	CREDIT
LAND 377012	LANDSCAPE GRAPHICS (ART) 2	77	DISTINCTION
LAND 377101	THEORY OF LANDSCAPE ARCHITECTURE	68	CREDIT
LAND 379112	PREHISTORY OF LANDSCAPE AND MAN	83	DISTINCTION
LAND 379192	ENVIRONMENT AND THE LANDSCAPE	69	CREDIT
SEMESTER 1 1985			
SESSION ONE			
GENS 202504	PHILOSOPHY OF TECHNOLOGY (ANCIENT)		ABSENT FAIL
LAND 371403	HISTORY OF LANDSCAPE ARCHITECTURE	63	PASS
LAND 377303	LANDSCAPE TECHNOLOGY 3	71	CREDIT
SEMESTER 2 1985			
SESSION TWO			
GENS 201510	SOCIAL AND POLITICAL CHANGE IN THE PACIFIC ISLANDS	61	DISTINCTION
LAND 370014	INTRODUCTION TO COMPUTER APPLICATIONS	83	DISTINCTION
LAND 371504	ENVIRONMENTAL SOCIOLOGY	80	DISTINCTION
SEMESTER 1 1986			
SESSION ONE			
GENS 202504	PHILOSOPHY OF TECHNOLOGY (ANCIENT)	71	CREDIT

Printed on 08/01/2010 at 10:10 AM

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KATHRYN ANNE HUGHES (7920822)

Page 4

POSTGRADUATE		8026 REMOTE SENSING - MAppSc	
SEMESTER 1 1990	SESSION ONE		
GEOG27043G	REMOTE SENSING APPLICATIONS	80	ABSENT FAIL
GEOG27044G	COMPUTER MAPPING AND DATA DISPLAY	80	HIGH DISTINCTION
GEOG27045G	REMOTE SENSING	80	DISTINCTION
REMO97500G	IMAGE ANALYSIS IN REMOTE SENSING	80	HIGH DISTINCTION
SURV29000G	PRINCIPLES OF REMOTE SENSING	77	DISTINCTION
SEMESTER 2 1990	SESSION TWO		
SURV29002G	REMOTE SENSING PROCEDURES	67	CREDIT
SURV29005G	GROUND INVESTIGATION FOR REMOTE SENSING		ABSENT FAIL
SEMESTER 2 1991	SESSION TWO		
REMO9901	MICROWAVE REMOTE SENSING		ENROLMENT CONTINUING
SEMESTER 1 1992	SESSION ONE		
GEOG5240	PRINCIPLES OF GEOGRAPHIC INFORMATION SYSTEMS	67	HIGH DISTINCTION
SEMESTER 1 1993	SESSION ONE		
GEOG5512	PROJECT (12 CREDITS)		ENROLMENT CONTINUING
SEMESTER 1 1994	SESSION ONE		
GEOG5512	PROJECT (12 CREDITS)		ENROLMENT CONTINUING
SEMESTER 2 1994	SESSION TWO		
GEOG5512	PROJECT (12 CREDITS)		ENROLMENT CONTINUING
SURV5606	MICROWAVE REMOTE SENSING	81	DISTINCTION
SEMESTER 2 1995	SESSION TWO		
GEOG5512	PROJECT (12 CREDITS)		ENROLMENT CONTINUING
POSTGRADUATE		8047 APPLIED SCIENCE - MAppSc	
SEMESTER 1 1996	SESSION ONE		
GEOG5512	PROJECT (12 CREDITS)		ENROLMENT CONTINUING
SEMESTER 2 1996	SESSION TWO		
GEOG5512	PROJECT (12 CREDITS)	78	DISTINCTION

This transcript is printed on GREEN
paper without alterations or erasures

Robert J King
Deputy Vice-Chancellor (Academic)
Registrar and Deputy Principal

26 AUGUST 2004



AND GLADLY TECHS

MACQUARIE UNIVERSITY
SYDNEY, AUSTRALIA

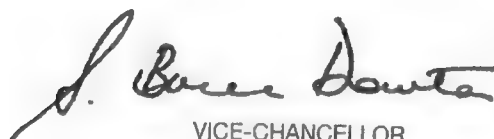
By authority of the Council

KATHRYN ANNE HUGHES

was admitted to the degree of

DOCTOR OF PHILOSOPHY

on the twenty-ninth day of November 2015


VICE-CHANCELLOR


REGISTRAR



MACQUARIE
University
SYDNEY • AUSTRALIA



1 The Graduate

Family Name **Hughes**
Given Name(s) **Kathryn Anne**
Student Number **31540066**

2 The Award

Doctor of Philosophy

Detail

The Doctor of Philosophy (PhD) offered by Macquarie Graduate School of Management (MGSM) is a doctoral degree consisting of a major dissertation of approximately 100,000 words. To gain admission, students must possess the equivalent of a Bachelor's degree with First-Class or Second Class Honours, Division 1 or other evidence of research ability. The PhD is undertaken in English and normally takes approximately four years of full-time study or eight years of part-time study. The PhD consists of 96 credit points. Candidates submit a dissertation for assessment by three examiners external to the university who are of national or international standing. Successful doctoral research demonstrates that a candidate has a very high level of understanding of a business or inter-disciplinary area, and is able to design and conduct a research project independently. Examiners must be satisfied that the candidate's work forms a distinct contribution to knowledge and demonstrates originality either by the discovery of new facts or by the exercise of independent critical or creative power in the field of management.

The Australian Higher Education Graduation Statement is provided by Australian higher education institutions to graduating students on completion of the requirements for a particular higher education award. It provides a description of the nature, level, context and status of studies that were pursued by the individual named. Its purpose is to assist in both national and international recognition of Australian qualifications and to promote international mobility and professional recognition of graduates.

Certification

Date: 29 November 2015

DEIDRE ANDERSON

Deputy Vice-Chancellor (Students and Registrar)

3 Awarding Institution

Macquarie University is a dynamic and flexible university committed to excellence in research, teaching and community engagement. The University was established by an Act of the New South Wales Parliament in 1964 and is listed as an Australian University on the Tertiary Education Quality and Standards Agency's National Register of Higher Education Providers. For more information about Macquarie University visit www.mq.edu.au

CRICOS Provider No 00002J





MACQUARIE
University
SYDNEY • AUSTRALIA



4 Graduate's Academic Achievements

Award Details

Doctor of Philosophy

Awarded on 29-Nov-2015

Thesis Title

Supply chain 'types' in disaster response, with a focus on the emergency phase of large, sudden-onset natural disasters: An empirical study

Thesis Abstract

Logistics and supply chain management are vital elements of large international aid agencies' response to large, sudden-onset natural disasters. This thesis uses data collected from content analysis of agencies' websites and semi-structured interviews with experienced practitioners to identify the critical issues that impact on decision-making in the context of humanitarian logistics. It develops a conceptual framework of the 'supply chain types' that occur in the response phases to large, sudden-onset natural disasters, identifies the factors impacting decision-making by supply chain managers immediately following a disaster, and recommends improvements to current practice.





5 Description of the Australian Higher Education System

Introduction

The Australian higher education system consists of self-governing public and private universities and higher education institutions that award higher education qualifications.

The Australian Qualifications Framework

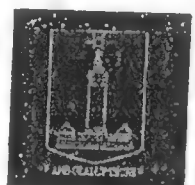
The Australian Qualifications Framework (AQF) is a single national, comprehensive system of qualifications offered by higher education institutions (including universities), vocational education and training institutions and secondary schools.

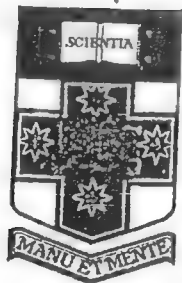


The AQF has 10 levels, each with defined criteria based on a taxonomy of learning outcomes. Higher education qualifications are placed between level 5 (the Diploma) and level 10 (the Doctoral Degree). The Bachelor Degree is at level 7. Each AQF qualification has a set of descriptors which define the type and complexity of knowledge, skills and application of the knowledge and skills that a graduate who has been awarded that qualification has attained, and the typical volume of learning associated with that qualification type. The full set of levels criteria and qualification type descriptors can be found by visiting www.aqf.edu.au.

The main AQF qualifications awarded by higher education institutions are Bachelor Degrees, Masters Degrees and Doctoral Degrees. There are also three qualifications at the sub-degree level: the Diploma, the Advanced Diploma and the Associate Degree. At the graduate level but below the Masters Degree are the Graduate Certificate and Graduate Diploma.

Level	Summary	Qualification
Level 1	Graduates at this level will have knowledge and skills for initial work, community involvement and/or further learning	Certificate I
Level 2	Graduates at this level will have knowledge and skills for work in a defined context and/or further learning	Certificate II
Level 3	Graduates at this level will have theoretical and practical knowledge and skills for work and/or further learning	Certificate III
Level 4	Graduates at this level will have theoretical and practical knowledge and skills for specialised and/or skilled work and/or further learning	Certificate IV
Level 5	Graduates at this level will have specialised knowledge and skills for skilled and/or paraprofessional work and/or further learning	Diploma
Level 6	Graduates at this level will have broad knowledge and skills for paraprofessional and/or highly skilled work and/or further learning	Advanced Diploma Associate Degree
Level 7	Graduates at this level will have broad and coherent knowledge and skills for professional work and/or further learning	Bachelor Degree
Level 8	Graduates at this level will have advanced knowledge and skills for professional highly skilled work and/or further learning	Bachelor Honours Degree Graduate Certificate Graduate Diploma
Level 9	Graduates at this level will have specialised knowledge and skills for research, and/or professional practice and/or further learning	Masters Degree
Level 10	Graduates at this level will have systematic and critical understanding of a complex field of learning and specialised research skills for the advancement of learning and/or for professional practice	Doctoral Degree





THE UNIVERSITY OF NEW SOUTH WALES

This is to certify that

KATHRYN ANNE HUGHES

has this day been admitted by the Council to the degree of

MASTER OF APPLIED SCIENCE
in Remote Sensing

Chancellor

Vice-Chancellor

Registrar and Deputy Principal

By authority of the Council, the Seal of
the University is hereunto affixed this
tenth day of October 1997

MACQUARIE UNIVERSITY ACADEMIC RECORD

This academic record is produced by computer and contains no alteration or erasures

SEP 2000

Name: KATHRYN ANNE HUGHES

Student Number: 31540066

** Degree/Diploma Awarded

PGCERTMGT
4 OCT 00

** MBA GRAD SCH OF MNGMNT

Year(s) Attendance/Comments

1999 PART TIME

Unit Enrolments
Year(s) Unit

Unit Name

Grade

1999 MGSM800
1999 MGSM820
1999 MGSM840

HUMAN RESOURCE MANAGEMENT
MARKETING MANAGEMENT
ACCOUNTING FOR MANAGEMENT

A
B
A

**
** END OF TRANSCRIPT **
**

B.J.SPENCER
Registrar and Vice-Principal



THE UNIVERSITY OF NEW SOUTH WALES

Academic Transcript

KATHRYN ANNE HUGHES (7920822)

Page 1

AWARDS

BSc
SPECIALISATION:
LEVEL:

DATE OF COMPLETION:
DATE OF CONFERRAL:

MappSc
SPECIALISATION:
DATE OF COMPLETION:
DATE OF CONFERRAL:

BACHELOR OF SCIENCE
GEOGRAPHY
HONOURS CLASS:

31 DECEMBER 1989
08 MAY 1990

MASTER OF APPLIED SCIENCE
REMOTE SENSING
31 DECEMBER 1996
10 OCTOBER 1997

ENROLMENT HISTORY SUMMARY

TERM	CAREER	PROGRAM
SEMESTER 1 1979	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1979	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1980	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1980	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1981	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1981	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1982	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1982	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1983	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1983	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1984	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1984	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1985	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1985	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1986	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1986	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1987	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1987	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1988	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1988	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1989	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 2 1989	UNDERGRADUATE	3080 FOOD SCIENCE AND TECHNOLOGY - BSc
SEMESTER 1 1990	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1990	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1991	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1991	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1992	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1992	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1993	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1993	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1994	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1994	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1995	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1995	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1996	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 2 1996	POSTGRADUATE	8026 REMOTE SENSING - MappSc
SEMESTER 1 1997	POSTGRADUATE	8047 APPLIED SCIENCE - MappSc
SEMESTER 2 1997	POSTGRADUATE	8047 APPLIED SCIENCE - MappSc

ENROLMENT HISTORY DETAILS

Entries below this line are invalid



THE UNIVERSITY OF NEW SOUTH WALES

Academic Transcript

KATHRYN ANNE HUGHES (7920822)

Page 2

UNDERGRADUATE

3060 FOOD SCIENCE AND TECHNOLOGY - BSc

SEMESTER 1 1979

SESSION ONE

BIOS 17031

CHEM 02121

MATH 10021B

CELL BIOLOGY

CHEMISTRY 1A

GENERAL MATHEMATICS 1B

65

CREDIT

71

PASS CONCEDED

57

PASS

SEMESTER 2 1979

SESSION TWO

BIOS 17021

CHEM 02131

GENS 284004

MATH 10021C

BIOLOGY OF HIGHER ORGANISMS

CHEMISTRY 1B

CHINA SINCE THE REVOLUTION

GENERAL MATHEMATICS 1C

68

CREDIT

58

PASS

66

CREDIT

60

PASS

SEMESTER 1 1980

SESSION ONE

BIOS 41101

MICR 44143

BIOCHEMISTRY

MICROBIOLOGY 1A

58

PASS

65

CREDIT

UNDERGRADUATE

3970 SCIENCE AND MATHEMATICS - BSc

SEMESTER 2 1980

SESSION TWO

GENS 283004

GENS 287002

SOCIAL WELFARE AND IDEOLOGY IN AUSTRALIA

AUSTRALIAN FICTION SINCE 1970

58

PASS

77

DISTINCTION

SEMESTER 2 1981

SESSION TWO

GENS 284007

ETHNIC MINORITIES AND U.S. SOCIETY

ABSENT FAIL

SEMESTER 2 1988

SESSION TWO

GENS 282501

GEOG 27183

GEOG 27818

GEOG 27828

TECHNOLOGY AND DEVELOPMENT

GEOMORPHOLOGY

TECHNOLOGY AND REGIONAL CHANGE

AUSTRALIAN NATURAL ENVIRONMENTS

80

DISTINCTION

65

CREDIT

77

DISTINCTION

78

DISTINCTION

SEMESTER 1 1987

SESSION ONE

GEOG 27143

GEOG 27193

GEOG 27862

BIOGEOGRAPHY

ENVIRONMENTAL IMPACT ASSESSMENT

AUSTRALIAN ENVIRONMENT AND NATURAL RESOURCES

88

HIGH DISTINCTION

80

DISTINCTION

82

DISTINCTION

SEMESTER 2 1987

SESSION TWO

BIOS 17042

GEOG 27852

GEOG 27863

GENERAL ECOLOGY

GEOGRAPHIC INFORMATION SYSTEMS

ECOSYSTEMS AND MAN

80

DISTINCTION

92

HIGH DISTINCTION

81

DISTINCTION

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SEMESTER 1 1988

SESSION ONE

BIOS 43111

BIOS 43112

BIOS 43142

GEOG27175

FLOWERING PLANTS

TAXONOMY AND SYSTEMATICS

ENVIRONMENTAL BOTANY

INTRODUCTION TO REMOTE SENSING

73 CREDIT

78 DISTINCTION

78 DISTINCTION

79 DISTINCTION

SEMESTER 1 1989

SESSION ONE

GEOG27884

ADVANCED GEOGRAPHIC METHODS

88 CREDIT

FULL YEAR TERM 1989

FULL YEAR SESSION

GEOG27844

HONOURS GEOGRAPHY

85 HIGH DISTINCTION

UNDERGRADUATE

3380 LANDSCAPE ARCHITECTURE - BLANCH

SEMESTER 1 1984

SESSION ONE

GENS 263505

GEOG27801

LAND 378041

LAND 377011

ASPECTS OF NINETEENTH CENTURY ART

INTRODUCTION TO PHYSICAL GEOGRAPHY

LANDSCAPE GRAPHICS 1

LANDSCAPE GRAPHICS (ART) 1

64 PASS

72 CREDIT

69 CREDIT

71 CREDIT

SEMESTER 2 1984

SESSION TWO

LAND 378042

LAND 376352

LAND 377012

LAND 377101

LAND 379112

LAND 379192

LANDSCAPE GRAPHICS 2

PLANTS AND PLANTING METHODS 1

LANDSCAPE GRAPHICS (ART) 2

THEORY OF LANDSCAPE ARCHITECTURE

PREHISTORY OF LANDSCAPE AND MAN

ENVIRONMENT AND THE LANDSCAPE

71 CREDIT

66 CREDIT

77 DISTINCTION

68 CREDIT

83 DISTINCTION

69 CREDIT

SEMESTER 1 1985

SESSION ONE

GENS 262504

LAND 371403

LAND 377303

PHILOSOPHY OF TECHNOLOGY (ANCIENT)

HISTORY OF LANDSCAPE ARCHITECTURE

LANDSCAPE TECHNOLOGY 3

63 ABSENT FAIL

71 PASS

71 CREDIT

SEMESTER 2 1985

SESSION TWO

GENS 261518

LAND 370014

LAND 371504

SOCIAL AND POLITICAL CHANGE IN THE PACIFIC ISLANDS

INTRODUCTION TO COMPUTER APPLICATIONS

ENVIRONMENTAL SOCIOLOGY

81 DISTINCTION

83 DISTINCTION

80 DISTINCTION

SEMESTER 1 1986

SESSION ONE

GENS 262504

PHILOSOPHY OF TECHNOLOGY (ANCIENT)

71 CREDIT

Entries below this line are invalid

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KATHRYN ANNE HUGHES (7920822)

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POSTGRADUATE

8026 - REMOTE SENSING - MappSc

SEMESTER 1 1990

SESSION ONE

GEOG27043G

GEOG27644G

GEOL 25816G

REMO97580G

SURV 29600G

REMOTE SENSING APPLICATIONS
COMPUTER MAPPING AND DATA DISPLAY
REMOTE SENSING
IMAGE ANALYSIS IN REMOTE SENSING
PRINCIPLES OF REMOTE SENSING

ABSENT/FAIL
HIGH DISTINCTION
DISTINCTION
HIGH DISTINCTION
DISTINCTION

SEMESTER 2 1990

SESSION TWO

SURV 29802G

SURV 29605G

REMOTE SENSING PROCEDURES
GROUND INVESTIGATION FOR REMOTE SENSING

CREDIT
ABSENT/FAIL

SEMESTER 2 1991

SESSION TWO

REMO9581

MICROWAVE REMOTE SENSING

ENROLMENT CONTINUING

SEMESTER 1 1992

SESSION ONE

GEOG9240

PRINCIPLES OF GEOGRAPHIC INFORMATION SYSTEMS

HIGH DISTINCTION

SEMESTER 1 1993

SESSION ONE

GEOG9512

PROJECT (12 CREDITS)

ENROLMENT CONTINUING

SEMESTER 1 1994

SESSION ONE

GEOG9512

PROJECT (12 CREDITS)

ENROLMENT CONTINUING

SEMESTER 2 1994

SESSION TWO

GEOG9512

SURV 8608

PROJECT (12 CREDITS)

MICROWAVE REMOTE SENSING

ENROLMENT CONTINUING

SEMESTER 2 1995

SESSION TWO

GEOG9512

PROJECT (12 CREDITS)

ENROLMENT CONTINUING

POSTGRADUATE

8047 - APPLIED SCIENCE - MappSc

SEMESTER 1 1996

SESSION ONE

GEOG9512

PROJECT (12 CREDITS)

ENROLMENT CONTINUING

SEMESTER 2 1996

SESSION TWO

GEOG9512

PROJECT (12 CREDITS)

DISTINCTION

This transcript is printed on GREEN
paper without alterations or erasures

Robert J. Kling

Robert J. Kling
Deputy Vice-Chancellor (Academic)
Registrar and Deputy Principal

26 AUGUST 2004

Name: Kittichok Nithisathian
 Gender: Male
 DOB: 28th of July, 1978
 Address: 482 Asokdindang Rd., Dindang Bangkok 10310
 Mobile: 096.553.5659
 E-mail: Kittichok.n@gmail.com

Area of Teaching

Marketing: Personal Selling, Service Marketing, International Marketing, and Marketing Management
 International Business: Cross cultural Management, and International Business
 Management: Strategic Management, Human Resource Management, and Small Business Management

Work Experience

2013 – Present **Shinawatra University**
Director, International MBA Program and lecturer
 2013 – 2014 **Gem Creation Co., Ltd.**
Marketing Manager
 2008-2011: **Best Line Design (BHD)**
Branch Manager
 2003-2007: **YCP Jewelry Co., Ltd.**
Assistant Marketing Manager and Assistant Managing Director
 2000-2001: **Kangzen-Kenko International Co., Ltd.**
Assistant Foreign Affair Manager

Education Background

2010-2013: Ph.D in Management Science, Shinawatra University
 2005-2005: Grad. Cert. in China in The World Economy, Rangsit University
 2002-2003: M.Com in Marketing, University of Sydney
 2002-2003: M.Com in Management of Technology, University of Sydney
 2001-2001: Mini MBA in Marketing, University of Thai Chamber of Commerce
 1996-2000: BBA. in General Management (Honor), Assumption university
 1993-1996: Cert. of Vocational School in Accounting, Chamnong College

Publication

- Nithisathian, Kittichok and John Walsh, "Purple Ocean Strategy Concept Paper: Content Analysis from Interviews and Literature Review," paper presented at the SIU International Conference (January 30-31st, 2013)
- Nithisathian, Kittichok, Josu Takala, Somchai Rattanakomut, John Walsh, Qian Wu and Yang Liu, "Operational Competitiveness Development in Turbulent Business Environment: A Case Study in Thailand Fine Gold Jewelry Export Industry," *Management and Production Engineering Review*, Vol.3, No.3 (September, 2012), pp.50-9
- Nithisathian, Kittichok, Somchai Rattanakomut and John Walsh, "Empirical Investigation of the Proficiency of Selecting Partners in the Thai Fine Gold Jewellery Industry," *World Journal of Social Sciences*, Vol. 2, No. 2 (March, 2012), pp. 61-73
- Nithisathian, Kittichok and John Walsh, "Comparative Study between the Thai and Hong Kong Fine Gold Jewelry Export Industries," *Information Management and Business Review*, Vol.3, No.3 (September, 2011), pp.139-47



Assumption University

The Foundation of the Brothers of Saint Gabriel, Thailand

*The University Council by virtue of the authority vested in it
and on the recommendation of the Faculty has conferred the degree of*

Bachelor of Business Administration

on

Kittichok Nithisathian

who has successfully completed the requirements.

**Given in Bangkok, This Twenty-Seventh day of January,
in the Year of Our Lord Two Thousand and One**

Sirichai P.

Chairman of the University Council

P. Martin Kongsung
Rector



ASSUMPTION UNIVERSITY

of Thailand

Name **MR. KITTIKOK**
Surname **NITHISATHIAN**
Address **482-484 ASOK-BINDAENG RD.,
DIN DAENG,
BANGKOK**

Date of Birth **28/07/1978**
Place of Birth **BANGKOK**
Nationality **THAI**
Religion **BUDDHISM**
Date of Admission **15/05/1996**
BACHELOR DEGREE PROGRAM

Previous Degree, Certificate, Institution and year
**CERTIFICATE OF VOCATIONAL EDUCATION IN BUSINESS
CHANKONG COMMERCIAL SCHOOL
THAILAND 1996**

Admission No. **3914326**

10320 Faculty **BUSINESS ADMINISTRATION**
Major **GENERAL MANAGEMENT**

Minor **---**
Date of Graduation **16/03/2000**
Degree **Bachelor of Business Administration (B.B.A.)**
Award : **Cum Laude**

www.au.ac.th
abac@au.ac.th

COURSE NO.	COURSE TITLE	CR.	GR.	COURSE NO.	COURSE TITLE	CR.	GR.	COURSE NO.	COURSE TITLE	CR.	GR.
YEAR/SEMESTER 1996/01				YEAR/SEMESTER 1997/02				YEAR/SEMESTER 1998/03			
BG0002	BASIC ENGLISH II	0	S	BA2620	MANAGERIAL ACCOUNTING	3	A	BC2501	INTRO TO BUS INFO SYSTEMS	3	A
BG1100	PHYSICAL EDUCATION	1	A	BF3701	CORPORATE FINANCE	3	B	SEMESTER 003 CR. 012.00 G.PTS. 4.00 GPA.			
BG1200	MATHEMATICS FOR BUSINESS	3	B	BG1403	BUSINESS ETHICS SEMINARS	0	S	CUMULATIVE 115 CR. 379.00 G.PTS. 3.30 GPA.			
BG1201	STATISTICS I	3	B	BG2000	ENGLISH III	3	C+	YEAR/SEMESTER 1999/01			
BG1400	BUSINESS LAW I	3	B	BM3802	INTERNATIONAL MARKETING	3	C	BC4570	SOFTWARE APP FOR MGT DECISION	3	A
BG1403	BUSINESS ETHICS SEMINARS	0	S	BP2900	PRINCIPLES OF MANAGEMENT	3	A	BG1403	BUSINESS ETHICS SEMINARS	0	S
SEMESTER 010 CR. 031.00 G.PTS. 3.10 GPA.				BP3940	BUSINESS RESEARCH METHODOLOGY	3	B	BP3904	OFFICE MANAGEMENT	3	A
CUMULATIVE 010 CR. 031.00 G.PTS. 3.10 GPA.				SEMESTER 018 CR. 054.75 G.PTS. 3.04 GPA.				BP3921	EMPLOYMENT PROCES & EVALUATION	3	A
YEAR/SEMESTER 1996/02				SEMESTER 018 CR. 054.75 G.PTS. 3.04 GPA.				BP4913	STRATEGIC MANAGEMENT	3	A
BA1600	PRINCIPLES OF ACCOUNTING I	3	A	CUMULATIVE 070 CR. 218.50 G.PTS. 3.12 GPA.				BP4914	SMALL BUSINESS MANAGEMENT	3	A-
BG1001	ENGLISH I	3	C	YEAR/SEMESTER 1997/03				SEMESTER 015 CR. 059.25 G.PTS. 3.95 GPA.			
BG1101	INTRODUCTION TO BUSINESS	3	A	BG1000	COMMUNICATION IN THAI	3	A	CUMULATIVE 130 CR. 438.25 G.PTS. 3.37 GPA.			
BG1401	BUSINESS LAW II	3	B	BP3905	PRODUCTION MANAGEMENT I	3	A	YEAR/SEMESTER 1999/02			
BG1403	BUSINESS ETHICS SEMINARS	0	S	SEMESTER 006 CR. 024.00 G.PTS. 4.00 GPA.				BF4703	INTERNATIONAL FINANCE	3	B
BG2200	STATISTICS II	3	A	CUMULATIVE 076 CR. 242.50 G.PTS. 3.19 GPA.				BF4710	FINANCIAL MANAGEMENT	3	B+
BG2401	MICROECONOMICS	3	A	YEAR/SEMESTER 1998/01				BG1403	BUSINESS ETHICS SEMINARS	0	S
SEMESTER 018 CR. 063.00 G.PTS. 3.50 GPA.				BA3604	TAXATION	3	B	BM4804	MARKETING MANAGEMENT	3	A
CUMULATIVE 028 CR. 094.00 G.PTS. 3.36 GPA.				BF3706	FINANCIAL STATEMENTS ANALYSIS	3	B-	GS2002	INTRODUCTION TO LOGIC	3	A-
YEAR/SEMESTER 1996/03				BF3710	INTERNATIONAL TRADE	3	A	SEMESTER 012 CR. 042.00 G.PTS. 3.50 GPA.			
BF2700	FINANCE, CREDIT & BANKING	3	B	BG1403	BUSINESS ETHICS SEMINARS	0	S	CUMULATIVE 142 CR. 480.25 G.PTS. 3.38 GPA.			
BG2404	MANAGERIAL PSYCHOLOGY	3	C	BG2001	ENGLISH IV	3	B-	TOTAL CREDITS COMPLETED = 142			
SEMESTER 006 CR. 015.00 G.PTS. 2.50 GPA.				BG2402	ETHICS	3	A	COURSE REQUIREMENTS FULFILLED			
CUMULATIVE 034 CR. 109.00 G.PTS. 3.21 GPA.				BP3923	HUMAN RESOURCES MANAGEMENT	3	B+	CERTIFIED TRUE COPY			
YEAR/SEMESTER 1997/01				SEMESTER 018 CR. 059.25 G.PTS. 3.29 GPA.				REGISTRAR			
BA2601	PRINCIPLES OF ACCOUNTING II	3	B	CUMULATIVE 094 CR. 301.75 G.PTS. 3.21 GPA.				NOT VALID WITHOUT SEAL			
BG1002	ENGLISH II	3	C+	YEAR/SEMESTER 1998/02				DATE 05/11/2003			
BG1202	SCIENCE, MAN & HIS ENVIRONMENT	3	B	BF4718	EXPORT-IMPORT FINANCING	3	A				
BG1403	BUSINESS ETHICS SEMINARS	0	S	BG1403	BUSINESS ETHICS SEMINARS	0	S				
BG2400	MICROECONOMICS	3	A	BP3901	BUSINESS ORGANIZATION	3	A-				
BM2800	PRINCIPLES OF MARKETING	3	B	BP3941	OPERATIONS RESEARCH	3	A				
GS1003	WORLD CIVILIZATION	3	B	BP4909	COMPARATIVE MANAGEMENT	3	A-				
SEMESTER 018 CR. 054.75 G.PTS. 3.04 GPA.				BP4916	PRIN & PRACTICE OF NEGOTIATION	3	B				
CUMULATIVE 052 CR. 163.75 G.PTS. 3.15 GPA.				BP4923	WAGE & SALARY ADMINISTRATION	3	B+				
				SEMESTER 018 CR. 065.25 G.PTS. 3.63 GPA.							
				CUMULATIVE 112 CR. 367.00 G.PTS. 3.28 GPA.							



This is to certify that

Kittichok Nithisathian

*having completed all the courses and requirements
prescribed by the University, was awarded the degree of*

Doctor of Philosophy in Management Science

*by Shinawatra University Council
Authorized on this 8th February, 2013*

Chairman of the University Council

President

Dean, School of Management



SHINAWATRA UNIVERSITY

99 Moo 10, Bangloey, Samkhok, Pathumthani 12160 THAILAND

Tel +66 (0) 2599 0000 Fax +66 (0) 2599 3351

E-mail: re@siu.ac.th Website: www.siu.ac.th

TRANSCRIPT OF RECORDS

Name **Mr. Kittichok Nithisathian**
 Program **Doctor of Philosophy Program in Management Science**
 Degree **Ph.D. (Management Science)**
 Area of Study .

Student ID **52402016-1**
 Nationality **Thailand**
 Birthdate **July 28, 1978**

Date of Admission **November 24, 2009**

Date of Graduation **February 05, 2013**

Page 1

Course No.	Course Title	CR	Grade	Course No.	Course Title	CR	Grade
2009, Semester 2							
DP514	Selected Topic (Managing Business Strategy)	3	S				
DP621	Special Study	3	S				
DP632	Thesis	6	S				
	English Proficiency	-	S				
CA: 12 CS: 12 GPA: - CAX: 12 CSX: 12 GPAX: -							
2010, Semester 1							
DP632	Thesis	6	S				
MC1002	Research Methods	3	S				
CA: 12 CS: 12 GPA: - CAX: 24 CSX: 24 GPAX: -							
2010, Semester 2							
DP632	Thesis	6	S				
EI501	Contexts of Science in Management	3	S				
CA: 12 CS: 12 GPA: - CAX: 36 CSX: 36 GPAX: -							
2011, Semester 1							
DP632	Thesis	12	S				
CA: 12 CS: 12 GPA: - CAX: 48 CSX: 48 GPAX: -							
2011, Semester 2							
DP632	Thesis	6	S				
CA: 6 CS: 6 GPA: - CAX: 54 CSX: 54 GPAX: -							
2012, Semester 1							
DP632	Thesis	6	S				
CA: 6 CS: 6 GPA: - CAX: 60 CSX: 60 GPAX: -							

TRANSCRIPT CLOSED

English Proficiency

University of Sydney : Australia

Thesis Title

The Value of Trust in Asia Business Alliance : A Case of Thai Fine Gold Jewelry.

CA : Credits Attempted

CAX : Cumulative Credits Attempted

CS : Credits Satisfied

CSX : Cumulative Credits Satisfied

GPA : Grade Point Average

GPAX : Cumulative Grade Point Average

CERTIFIED TRUE COPY

Date Issued : Feb 12, 2013

(Asst. Prof. Dr. Prinye Tantawadi)

Registrar

(Asst. Prof. Dr. Chanchai Bunchapattanasakda)

Provost

NOT VALID WITHOUT UNIVERSITY SEAL



In the name of the Senate and by the authority of the
same be it known that

Kittichok Nithisathian

having fulfilled all the requirements and having
passed all the examinations prescribed by the
By-laws has been this day admitted to the degree of

Master of Commerce (Marketing with Management of Technology)

and to all the privileges attached to the same by Royal
Charter in token whereof the Senate has authorised
the Corporate Seal of The University to be hereunto affixed

Gavin Brown

Vice-Chancellor and Principal

Phai Waleeji

Dean of the Faculty of Economics and Business



The University of Sydney

N.S.W. AUSTRALIA, 2006

Telephone: (02) 9351 2222

TRANSCRIPT OF ACADEMIC RECORD FOR

KITTICHOK NITHISATHIAN

SID 200245717

DETAILS OF MASTER OF COMMERCE

DEPARTMENT: ECONOMICS AND BUSINESS

YEARLY ENROLMENT DETAILS

2002 MASTER OF COMMERCE

	GRADE	MARKS	UNITS
NEW PRODUCT DEVELOPMENT AND MARKETING	D	75.0	6.0
MARKETING COMMUNICATIONS	CR	66.0	6.0
SPECIAL TOPIC IN MARKETING 1	CR	69.0	6.0
ELECTRONIC MARKETING	P	62.0	6.0

2003 MASTER OF COMMERCE

	GRADE	MARKS	UNITS
MARKETING RESEARCH CONCEPTS	P	62.0	6.0
CONSUMER BEHAVIOUR	P	53.0	6.0
SERVICES MARKETING	P	61.0	6.0
RETAIL MARKETING	D	82.0	6.0

TOTAL UNITS GAINED 48.0

AWARDED THE DEGREE OF MASTER OF COMMERCE

ON 21 AUGUST 2003 FINAL RESULT: PASS

*****END OF TRANSCRIPT*****

WILLIAM ADAMS

REGISTRAR

2 SEPTEMBER 2003

Kristian Luciani, BCom, MBA
722 Nicola St., Kamloops, BC V2C 2R4
Tel. 66 (0) 90-968-7750, kluciani1@hotmail.com -

Professional Profile

Academic Related Experience

- Delivering lectures to class sizes ranging from five to seventy students
- Designing, preparing and developing teaching materials
- Assessing students' coursework
- Setting, moderating and marking examinations
- Supporting students through an advisory role
- Interviewing prospective students
- Conducting internship inspections
- Participation in comprehensive examination committees
- Participating in extra-curricular activities
- Organizing field trips

Personal Qualities

- Excellent organizational skills
- Ability to clearly explain ideas
- Ability to communicate effectively with students from diverse ethnic backgrounds and cultures
- Team player
- Self motivated
- Creative
- Approachable
- Compassionate

Skills Summary

- Rich understanding of finance concepts and principles
- Consistently received high ratings of teaching effectiveness
- Advanced analysis skills
- Computer proficiency in Microsoft Office, HOTS (service industry simulation), VSE (stock trading simulation), SPSS, Quickbooks Accountant

Education

The Hong Kong Polytechnic University & Dusit Thani College, Thailand – August 2012

- **Executive Education program: Revenue Management for Hotel Industry**

Webster University, United States of America – Degree conferred in December 2005

- **Master in Business Administration**

University of Toronto, Canada – Degree conferred in July 2004

- **Bachelor of Commerce and Finance**

Course Delivery

Bachelor Degree Level

Finance

- Business Finance
- Credit Analysis and Management
- Financial Management
- Investments
- Portfolio Management
- Futures and Options Markets
- International Financial Markets
- Securities and the Stock Market
- International Finance
- Corporate Finance
- Financial Markets and Institutions
- Finance of International Trade
- International Financial Management
- Investment Analysis

- English for Banking and Finance

Economics

- Principles of Economics
- Microeconomics
- Macroeconomics

Statistics and Mathematics

- Statistics I
- Business Statistics
- Calculus II
- Quantitative Business Analysis

Accounting

- Accounting Principles I
- Accounting Principles II
- Managerial Accounting
- International Comparative Accounting

Master Degree Level

Finance

- Managerial Accounting and Finance
- Risk Management
- Investment Strategies
- Internal Audit

Lecturing Experience

Silpakorn University International College, Thailand and Institut Vatel, France – October 2006 to present

Full-time Lecturer in Finance, Accounting, Economics, and Statistics, BBA (double degree) in Hotel Management program

Stamford International University, Thailand, Partner of Laureate International Universities – June 2005 to present

Adjunct Lecturer in Finance, Accounting, Mathematics, Statistics, and Economics, BBA program

International College, Suan Sunandha Rajabhat University, Thailand – June 2011 to present

Adjunct Lecturer in Finance, Accounting, and Economics, BBA in Hospitality and Tourism Management program

Bangkok School of Management, Thailand – September 2011 to present
Awarding Body: Northumbria University, Newcastle UK
Adjunct Lecturer in Accounting, BA in Business Management program

Asian University, Thailand – January 2012 to present
Adjunct Lecturer in Finance, BBA program

Silpakorn University International College, Thailand in cooperation with the
University of Technology, Australia – July 2009 to January 2011
**Full-time Lecturer in Finance and Accounting, MBA in International
Business program**

Silpakorn University International College, Thailand and the Faculty of Sport,
Tourism and International Hospitality, Perpignan University, France – October
2006 to January 2011
**Full-time Lecturer in Finance and Accounting, MBA (double degree) in Hotel
and Tourism Management program**

Burapha University International College, Thailand – September 2011 to
September 2013
Adjunct Lecturer in Finance, Economics, and Statistics, BBA program

Bangkok University International College, Thailand – August 2007 to August
2010
Adjunct Lecturer in Business English, BA in Business English program

Ramkhamhaeng University, Thailand – December 2009 to January 2010
Adjunct Lecturer in Accounting, BBA program

Webster University, Thailand – May 2007 to July 2007
Adjunct Lecturer in Finance, BBA program

Raffles International College, Thailand – January 2012 to April 2012
Adjunct Lecturer in Finance, BCom program

Related Work Experience

Beach Republic Resort, Thailand – February 2010

Finance and Accounting Consultant

Responsibilities:

- Analyzed financial statements in accordance with Thai Financial Reporting Standards
- Assessed financial transactions to ensure compliance with Thai Accounting Standards
- Formulated standard operating procedures to correct weaknesses in internal controls

HSBC Bank Canada, Canada – June 2004 to October 2004

Commercial Financial Services Officer

Responsibilities:

- Provided prompt and efficient customer service while promoting the bank's products and services
- Managed a portfolio of borrowing and non-borrowing commercial clients
- Acted as a primary contact for opening new non-borrowing business accounts and conducted in-depth professional interviews to determine clients' needs, sales opportunities and risk exposure
- Assisted in the follow-up of outstanding security and documentation
- Facilitated the review process by sending out review letters for upcoming expiries, spreading financial information upon receipt of accounting reports and completing annual reviews
- Reviewed credit documents and identified and corrected deficiencies
- Accurately completed all commercial loan returns and ensured submission was within the requested deadline

HSBC Bank Canada, Canada – December 2002 to June 2004

Spreading Financial Statements

Responsibilities:

- Spread financial information upon receipt of accounting reports and calculated margin positions
- Analyzed interim financial statements, including accounts receivable, accounts payable, loan fluctuations and inventory declarations, and determined adherence to covenants

HSBC Bank Canada, Canada – August 2002 to January 2003

Customer Service Representative

Responsibilities:

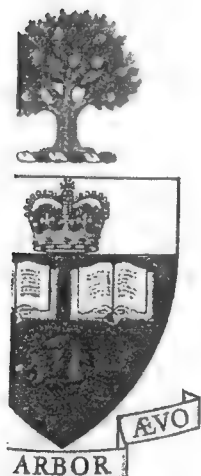
- Accepted and processed deposits, payments, checks for cashing and other transactions according to established procedures and performance standards
- Balanced cash and transactions at end of shift
- Assisted branch office management in new business through referrals

References

Dr. James Lancaster
Stamford International University, Thailand
Dean, Faculty of Business Administration
james@stamford.edu

Mr. Robert Mckenzie
Vatel Institut, Thailand
Deputy Director
r.mckenzie@vatel.co.th

Dr. Leonida F. Ricafort
Stamford International University, Thailand
Dean, Faculty of Arts and Sciences
accfinnida@stamford.edu



University of Toronto

This is to certify that

Kristian Luciani

has fulfilled the requirements of the
University of Toronto
and has been admitted under the
authority of the Governing Council of the
University of Toronto to the degree of

Bachelor of Commerce

In witness whereof we have hereto
subscribed our names and affixed the
academic seal of the University

NOVEMBER 16, 2004



Ian Jordan

VICE-PRESIDENT AND PRINCIPAL OF
THE UNIVERSITY OF TORONTO AT
MISSISSAUGA

Frank Jacobucci

INTERIM PRESIDENT

St. N.

VICE-PRINCIPAL (ACADEMIC) AND
DEAN, UNIVERSITY OF TORONTO
AT MISSISSAUGA

Louise...

SECRETARY OF THE GOVERNING COUNCIL

Academic History

Kristian Luciani

Registration History

2000 Fall-2003 Winter: Faculty of Arts and Science

2003 Fall-2004 Summer: University of Toronto at Mississauga

Bachelor of Commerce Conferred - November 2004

Faculty of Arts and Science

Completed - 2004 Summer - SPECIALIST - COMMERCE AND FINANCE

2000 Fall - 1st Yr Studies in Business (Com Guar) - Erindale College

Sessional GPA 2.30 Cumulative GPA 2.30

Cr	Code	Title	Wgt	Mrk	Grd	CrsAvg
1	CO0Y5	Introduction to Economics	1.00		IPR	
	NV100Y5	The Environment	1.00		IPR	
	TA100Y5	Italian for Beginners	1.00		IPR	
	AT133Y5	Cal Lin Alg Commerce	1.00		IPR	
	GT120H5	Financial Acctg 1	0.50	68	C+	C-

Credits Earned: 0.50

2001 Winter - 1st Yr Studies in Business (Com Guar) - Erindale College

Sessional GPA 3.41 Annual GPA 3.30 Cumulative GPA 3.30

Status: In good standing

Cr	Code	Title	Wgt	Mrk	Grd	CrsAvg
	CO100Y5	Introduction to Economics	1.00	85	A	C
	NV100Y5	The Environment	1.00	75	B	D+
	TA100Y5	Italian for Beginners	1.00	86	A	C+
	AT133Y5	Cal Lin Alg Commerce	1.00	80	A-	D+
	GT123H5	Management Acctg 1	0.50	58	D+	D+

Credits Earned: 4.50

2001 Fall - Bachelor's Degree Program - Erindale College

Sessional GPA 3.10 Cumulative GPA 3.25

Cr	Code	Title	Wgt	Mrk	Grd	CrsAvg
	CO200Y5	Microeconomic Theory	1.00		IPR	
	CO220Y5	Quantitative Methods	1.00		IPR	
	GT252H5	Prin of Marketing	0.50	75	B	B
	GT262H5	Ind & Group Behaviour	0.50	76	B	B
	HL245H5	Mod Symbolic Logic	0.50	78	B+	C+

Credits Earned: 1.50

2002 Winter - Bachelor's Degree Program - Erindale College

Sessional GPA 2.53 Annual GPA 2.70 Cumulative GPA 3.00

Status: In good standing

Cr	Code	Title	Wgt	Mrk	Grd	CrsAvg
	CO200Y5	Microeconomic Theory	1.00	68	C+	C
	CO220Y5	Quantitative Methods	1.00	70	B-	C-
	GR365H5	Geog of World Trade	0.50	72	B-	C
	GT220H5	Financial Acctg 1	0.50	67	C+	C+
	GT371H5	Intro Bus Info System	0.50	70	B-	B-

Credits Earned: 3.50

2002 Fall - Bachelor's Degree Program - Erindale College

Sessional GPA 2.85 Cumulative GPA 2.99

Crs Code	Title	Wgt	Mrk	Grd	CrsAvg
CO202Y5	Macroeconomic Theory and Policy	1.00		IPR	
IS290Y5	Latin America	1.00		IPR	
WT232H5	Calc Sev Variables	0.50	70	B-	C+
BT337Y5	Business Finance	1.00		IPR	
BT393H5	Legal Envt. Bus. 1	0.50	73	B	B-
Credits Earned:	1.00				

003 Winter - Bachelor's Degree Program - Erindale College

Sessional GPA 3.04 Annual GPA 3.00 Cumulative GPA 3.00

Status: In good standing

Crs Code	Title	Wgt	Mrk	Grd	CrsAvg
CO202Y5	Macroeconomic Theory and Policy	1.00	77	B+	C+
IS290Y5	Latin America	1.00	75	B	C+
BT330H5	Investments	0.50	70	B-	B-
BT337Y5	Business Finance	1.00	76	B	C+
BT491H5	Intro Internat Bus	0.50	75	B	B-
Credits Earned:	4.00				

University of Toronto at Mississauga

Completed - 2004 Summer - MAJOR - ECONOMICS

0 Fall - Bachelor's Degree Program

Sessional GPA 3.37 Cumulative GPA 3.03

Crs Code	Title	Wgt	Mrk	Grd	CrsAvg
CO323Y5	Canadian Economic History	1.00		IPR	
CO325H5	Advanced Economic Theory-Macro	0.50	71	B-	B
CO460H5	Eco of Risk Management 1	0.50	84	A-	B-
BT431H5	Adv Topics in Corp Fin	0.50	81	A-	B
Credits Earned:	1.50				

004 Winter - Bachelor's Degree Program

Sessional GPA 3.13 Annual GPA 3.21 Cumulative GPA 3.05

Status: In good standing

Crs Code	Title	Wgt	Mrk	Grd	CrsAvg
CO323Y5	Canadian Economic History	1.00	82	A-	C+
CO326H5	Advanced Economic Theory-Micro	0.50		WDR	C+
CO365H5	Internat'l Monetary Economics	0.50	80	A-	C+
CO461H5	Eco Risk Management 11	0.50	63	C	B-
BT438H5	Futures&Options Markets	0.50	70	B-	B-
BT438H5	Human Resource Mgt.	0.50	76	B	B
Credits Earned:	3.00				

004 Summer - Bachelor's Degree Program

Sessional GPA 3.00 Cumulative GPA 3.05

Status: In good standing

Crs Code	Title	Wgt	Mrk	Grd	CrsAvg
BT493H5	Small Business Mgt	0.50	76	B	B+
Credits Earned:	0.50				

Webster University

School of Business and Technology

*The University Board of Trustees, by virtue of the authority vested in it,
and on recommendation of the University Faculty, has conferred on*

Kristian Angelo Luciani

the degree of

Master of Business Administration

with all the Rights and Privileges appertaining to that degree.

*In testimony whereof we have subscribed our names and impressed the seal of the University on the diploma
at Saint Louis, Missouri, December seventeenth, two-thousand five.*

Richard D. [Signature]
President

Neil J. George
Executive Vice-President



Edward L. [Signature]
Chairman of the Board

Benjamin A. [Signature]
Dean

Kristian A. Luciani

Student ID: 2580904

Entered: FA 2004

Classification: Graduate

----- Fall Semester 2004 -----							----- Fall Semester 2005 (cont.) -----						
BUSN 6150	Business Communications Technology	3.00	A-	THAI F2			BUSN 5600	Accounting Theory and P	0.00	WV			
MRKT 5000	Marketing	3.00	B+	THAI F2			BUSN 5620	Current Economic Analys	0.00	WV			
							BUSN 6140	Business Research Analy	3.00	A-	THAI F1		
							BUSN 6200	Strategy and Competitio	3.00	A-	THAI F1		
	attempt	earn	pass	quality	points	gpa		attempt	earn	pass	quality	points	gpa
ses	6.00	6.00	0.00	6.00	21.00	3.500	ses	6.00	6.00	0.00	6.00	22.02	3.670
cum	6.00	6.00	0.00	6.00	21.00	3.500	cum	36.00	36.00	0.00	36.00	135.03	3.750
res	6.00	6.00	0.00	6.00	21.00	3.500	res	36.00	36.00	0.00	36.00	135.03	3.750
----- Spring Semester 2005 -----							WEBSTER UNIVERSITY						
BUSN 6070	Management Accounting	3.00	A	THAI S1			Degree:	MBA	Master of Business Admin				
BUSN 6110	Operations and Project Management	3.00	A	THAI S2			Awarded:	12/17/05					
BUSN 6120	Managerial Economics	3.00	A	THAI S2			Major:	Business Administration					
FINC 5210	Investments	3.00	A	THAI S2									
FINC 5880	Advanced Corporate Fina	3.00	A-	THAI S1									
MNGT 5590	Organizational Behavior	3.00	B	THAI S1									
	attempt	earn	pass	quality	points	gpa							
ses	18.00	18.00	0.00	18.00	68.01	3.780							
cum	24.00	24.00	0.00	24.00	89.01	3.710							
res	24.00	24.00	0.00	24.00	89.01	3.710							
----- Summer Session 2005 -----													
BUSN 5760	Applied Business Statist	3.00	A	THAI SU									
FINC 5000	Finance	0.00	WV										
FINC 5830	Institutions and Financial Markets	3.00	A	THAI SU									
	attempt	earn	pass	quality	points	gpa							
ses	6.00	6.00	0.00	6.00	24.00	4.000							
cum	30.00	30.00	0.00	30.00	113.01	3.770							
res	30.00	30.00	0.00	30.00	113.01	3.770							
----- Fall Semester 2005 -----													
BUSN 5000	Business	0.00	WV										
----- To be continued -----													

The Family Educational Rights and Privacy Act of
1974 prohibits the release of this information
without the student's written consent.

Unofficial Transcript Printed on 01/25/06 Page 4&02580904

Interpretation of Site Codes Listed on Webster University Transcripts (Prior to January 1, 1995)

Site	Place of Study	Site	Place of Study
01	MAT In-Service, St. Louis, Missouri	51	Graduate Center - Denver, Colorado
02	MAT In-Service, St. Louis, Missouri	52	Ford Aerospace, Colorado
03	MAT In-Service, St. Louis, Missouri	53	Graduate Center - Colorado Springs, Colorado
04	Downtown Center, St. Louis, Missouri	54	Graduate Center - Charleston, South Carolina
05	MAT In-Service, St. Louis, Missouri	55	Kansas City, Missouri
06	MAT In-Service, St. Louis, Missouri	56	Crossings, St. Louis, Missouri
07	MAT In-Service, Kansas City, Missouri	57	Parris Island, South Carolina
08	Maitland, Florida	58	Marine Corps, South Carolina
09	Titusville, Florida	59	St. Peters, Missouri
10	Scott Air Force Base, Illinois	60	Poplar Bluff, Missouri
11	Little Rock Air Force Base, Arkansas	61	Graduate Center - Albuquerque, New Mexico
12	Jeffersonville, Indiana	62	Lutheran Medical Center, St. Louis, Missouri
13	Ft. Sheridan, Illinois	63	London, Great Britain
14	Ft. Leonard Wood, Missouri	64	Graduate Center - Little Rock, Arkansas
15	Altus Air Force Base, Oklahoma	65	Graduate Center - Santa Teresa, New Mexico
16	Detroit, Michigan	66	Platte City, Missouri
17	Charleston Navy Base, South Carolina	67	Dover Air Force Base, Delaware
18	Charleston Air Force Base, South Carolina	68	Bolling Air Force Base, Washington, D.C.
19	Corpus Christi, Texas	69	Brooks Air Force Base, Texas
20	Kingsville, Texas	70	Lutheran Medical Center, St. Louis, Missouri
21	Beville, Texas	71	Camp Le Jeune, North Carolina
22	Downey VA Hospital, Chicago, Illinois	72	San Diego University Center, California
23	Kansas City Graduate Center, Missouri	73	Mayport Naval Station, Florida
24	Pope Air Force Base, North Carolina	74	MAT In-Service, Leadwood, Missouri
25	Great Lakes Training Station, Illinois	75	Pottlatch Corporation, McGehee, Arkansas
26	Del Rio, Texas	76	Fort Chaffee, Arkansas
27	San Antonio, Texas	77	MAT In-Service, Macon, Missouri
28	Myrtle Beach, South Carolina	78	Lackland Air Force Base, Texas
29	Ft. Snelling, Minnesota	79	Kelly Air Force Base, Texas
30	McConnell Air Force Base, Kansas	80	Bethesda, St. Louis, Missouri
31	Fitzsimons Hospital, Colorado	81	Union, Missouri
32	Ft. Bliss, Texas	82	Hussman, St. Louis, Missouri
33	England Air Force Base, Louisiana	83	St. Luke's Hospital, St. Louis, Missouri
34	Peterson Air Force Base, Colorado	84	Mineral Area, Missouri
35	Kirtland Air Force Base, New Mexico	85	Downtown Campus, Orlando, Florida
36	Keflavik, Iceland	86	Dimension 3, St. Louis, Missouri
37	Tustin/Long Beach, California	87	United Van Lines, St. Louis, Missouri
38	Geneva, Switzerland	88	Charter Hospital, St. Louis, Missouri
39	Beaufort, South Carolina	89	Ft. Sill, Oklahoma
40	Camp Pendleton, California	90	Tinker Air Force Base, Oklahoma
41	Yuma, Arizona	91	Naval Air Station, Jacksonville, Florida
42	Bermuda	92	One Bell Center, St. Louis, Missouri
43	Vienna, Austria	93	Graduate Center, Orlando, Florida
44	Greater Chicago, Illinois	94	Whiteman Air Force Base, Missouri
45	Northwest Plaza, St. Louis, Missouri	95	Army Aviation and Troop Command, Missouri
46	Leiden, The Netherlands	96	Perryville, Missouri
47	Ft. Hood, Texas	97	Irvine Metropolitan Center, California
48	Air Force Academy, Colorado	98	Greenville Metropolitan Campus, South Carolina
49	Ft. Jackson, South Carolina	99	Jacksonville Metropolitan Campus, Florida
50	On Campus, St. Louis, Missouri		

Webster University

(formerly Webster College)

Office of the Registrar

Key to Transcript

Course Level:

With the implementation of a new software package in March 1995, the course numbers now carry four digits; however, the level of study as 1xxx, 2xxx has not changed.

100-199	freshman level primarily
200-299	sophomore level primarily
300-399	junior level primarily
400-499	senior level and, with permission of advisor, graduate level
500-599	graduate level
600-699	graduate level
700-800	doctoral level

Prior to 1969, course levels were as follows:

001-199	undergraduate credit
200 - 299	graduate credit

Grading Systems:

A grade of "Z" is recorded for courses in which the instructor did not submit grades by the university calendar deadline. A grade of "IP" is recorded for courses which are still in progress.

Undergraduate

Beginning June 1, 1994, students may be graded as follows:

Letter Grade System

A, A-	means "superior" work in the opinion of the instructor
B+, B, B-	means "good" work in the opinion of the instructor
C+, C, C-	means "satisfactory" work in the opinion of the instructor
D+, D	means "passing, but less than satisfactory" work in the opinion of the instructor
I	means "incomplete" work in the opinion of the instructor
F	means "unsatisfactory" work in the opinion of the instructor; no credit is granted
W	means withdrawn from the course

Pass/Fail System

P	means "satisfactory" work in the opinion of the instructor; credit is granted
I	means "incomplete" work in the opinion of the instructor
F	means "unsatisfactory" work in the opinion of the instructor; no credit is granted
W	means withdrawn from the course

Beginning June 1, 1986, the grade D has been added to the letter grade options for undergraduate courses. The D grade means "passing, but less than satisfactory" work in the opinion of the instructor.

Beginning June 1, 1972, students in undergraduate level courses may choose, with the instructor's permission for each course they take, to be graded on one of two bases:

- 1) A means "superior" work in the opinion of the instructor
- B means "good" work in the opinion of the instructor
- C means "satisfactory" work in the opinion of the instructor
- I means "incomplete" work in the opinion of the instructor

- NC (No Credit) means that the work is "unsatisfactory" work in the opinion of the instructor; no credit is granted
- W means withdrawn from the course

- 2) CR (Credit) means "satisfactory" work in the opinion of the instructor; credit is granted
- I means "incomplete" work in the opinion of the instructor
- NC (No Credit) means that the work is "unsatisfactory" work in the opinion of the instructor; no credit is granted
- W means withdrawn from the course

Before June 1, 1972, some courses were taken under an experimental policy under which no letter grades were given. These credit hours represent commendable work and are applicable for graduation, major requirements, transfer and other requirements. The symbol "CR" indicates credit awarded under this experiment.

Other grades before June 1, 1972 were A, B, C, D, E, I, and W.

Graduate

Master of Arts in Teaching/Advanced Graduate Certificate
Effective Fall 1977, students may choose to be graded on one of two bases:

- 1) A means "superior" graduate work
- B means "satisfactory" graduate work
- C means work that is barely adequate as graduate level performance
- I means incomplete work
- NC (No Credit) means graduate work that is "unsatisfactory"
- W means withdrawal
- 2) CR (Credit) means graduate work that is performed at a level of B or better
- I means incomplete work
- NC (No Credit) means work that is "unsatisfactory"
- W means withdrawal

Effective June, 1968, the Master of Arts in Teaching (MAT) program was graded on a Credit/No Credit system. Credit was given when a course was completed satisfactorily. No letter grade equivalents were given.

Prior to June 1968, the Master of Arts in Teaching (MAT) program was graded as follows:

- K The work done and level achieved by the student are such that the student is considered prepared and is encouraged to continue in the area.
- J The instructor is unable to make an adequate judgment and the decision on continuance should be made by the student.
- N The work done and level achieved are satisfactory, but it is advisable that the student not take additional courses in this area.

Mr. Lee Kornowski

Fortune Condo Tower 2, Unit 315/246, 9th Floor
Narathiwas Ratchanakarint Soi 24 Road, Yannawa, Bangkok 10120 Thailand
Telephone: +66 81 829 2122 Email: leekornowski@gmail.com

SKILL SUMMARY & OBJECTIVE

Experienced expatriate **management, sales/marketing, consulting** and **recruitment executive** with more than 20 years' experience working in Asia for multinational companies and international organizations.

Now looking to transition from industry to university education to assist and develop students through experiential learning in; Strategic Management, Business Finance, International Finance, International Business Management, Entrepreneurial Mindset, Organizational Behavior, Project Management and Cross-Cultural Management.

PROFESSIONAL EXPERIENCE

ISM TECHNOLOGY RECRUITMENT LTD., Bangkok, THAILAND

2011 to Present

Senior Business Consultant

Develop and implement procedures to enhance the company's core business of recruiting and placing Thai IT contractors and permanent staff with multinational corporate clients in Thailand and Southeast Asia.

- Promote the company's services to the international business community and develop new business initiatives. Also, provide support as a technical interviewer, writer and editor.
- Place IT professions in Manufacturing, Finance/Banking, Telco and Travel E-commerce Industries.
- Lead recruiter for permanent placement revenue achieving 98% of personal target and more than 40% of four-person team target.

CHULALONGKORN UNIVERSITY, Bangkok, THAILAND

2007 – 2013

Guest Lecturer – "Doing Business with the Japanese"

- Invited to deliver lectures to undergraduate business students at the Faculty of Accountancy.

UNIVERSITY OF THAI CHAMBER OF COMMERCE, Bangkok, THAILAND

2011 to 2012

Lecturer – International Business Management

Delivered lectures to undergraduate business students in UTCC's International College.

- Developed course syllabus and teaching materials, planned lectures and prepared assignments and exams.

INSPIRIZE CONSULTING AND TRAINING, ASIA & AUSTRALIA

2010 to 2011

Associate Partner/Local-Consultant for Projects

Provided corporate training programs to INSPIRIZE's international clients in Thailand and Singapore.

- Facilitated "Performance Management" and "Conflict Management" training in Thai language for the local operations of a leading Australian logistics firm.
- Delivered "Assertiveness" and "Negotiation" training through *Business Role Play Methodology* to a globally diverse manufacturer of medical devices, pharmaceuticals and medical supplies.

WEBSTER UNIVERSITY THAILAND CAMPUS, Cha-am & Bangkok

2008 to 2009

Director, Enrollment Management

Led the Marketing, Recruitment and Admissions teams for the only American-accredited University with a campus in Thailand.

- Conducted, organized and prepared market research analyses for fine-tuning the university's core branding message and developing appropriate marketing materials for Thailand and Asia.
- Represented the university to the academic and business community while forging ties via public relations activities and outreach programs to the international school community in Thailand and Southeast Asia.
- Drove business development through enhanced relationships with education institutions and consultancies/agencies in Asia including India, Pakistan, Nepal, Myanmar, China and Vietnam.
- Achieved 15% enrollment increase in the Spring 2009 in-take after only 8 months with the university; doubled enrollment in the MA in International Relations Program for Autumn 2009 in-take.

FUJITSU SYSTEMS BUSINESS, Bangkok, THAILAND

2006 to 2007

Director, Strategic Planning Group

Advised senior Japanese management and business unit heads of the Thailand subsidiary of Fujitsu, a top five global IT services company, on emerging business opportunities and global account management.

- Established strategic criteria and targeted local companies for mergers and acquisitions; evaluated over 500 firms and ranked a short-list of 17 candidates resulting in three investment opportunities for preliminary due diligence.
- Developed and implemented Key Account Management organizational structure and sales strategy for Japanese and subsidiary sales departments, materially contributing to a 19% annual revenue increase.

THE MERIDIAN ADVISORY GROUP, LLC, Bangkok, THAILAND

2005 to 2006

Senior Consultant

Led business development activities for an American corporate financial advisory group providing debt and equity fundraising services to private firms in Southeast Asia.

- Pursued fundraising of USD 25 million for several projects from manufacturing to luxury resorts and secured new client projects totaling USD 2 million during first month with the firm.
- Established key relationships with banks, finance companies, and private equity funds, including Bank of Ayudhya, Krung Thai Bank, Navis Capital and One Asset Management for investment participation.

BEA SYSTEMS, Bangkok, THAILAND

2002 to 2003

Country Manager, Thailand

Managed country operations for a leading publicly-held platform infrastructure software company.

- Expanded sales pipeline through global system integrator partners such as BearingPoint, Accenture and Hewlett-Packard yielding project opportunities at Toyota Motors, SET and the Royal Thai Government.
- Achieved FY 2002 country net revenue of USD 1.8 million from USD 7 million gross sales.

KENAN INSTITUTE ASIA, Bangkok, THAILAND

2000 to 2002

Consulting Team Leader, Business Advisory Center

Directed consulting teams providing management consulting services to Thai clients of this USAID-funded NGO consultancy mandated to assist in Thailand's economic recovery.

- Accelerated consulting business by introducing client firms to Thai banks for financing. Executed multiple MOUs with Kasikorn Bank, Bangkok Metropolitan Bank and Bank of Ayudhya.
- Managed a team of six consultants that successfully assisted 36 Thai SMEs and Enterprises with Business Strategy, Technology Planning, Productivity Improvement/Total Quality Management, Sales/Marketing Strategy, Debt Restructuring and Financial Controls.

REUTERS JAPAN LIMITED, Tokyo, JAPAN

1996 to 1999

Senior Account Manager, Foreign Accounts Team

Managed key global accounts for the world's leading provider of news and financial information services to leading investment banks and broker/dealers.

- Built relationships with key decision makers at all levels of client firms including Morgan Stanley, Merrill Lynch, Dresdner Kleinwort Benson, Goldman Sachs, Hong Kong and Shanghai Banking Corporation and Jardine Fleming and grew accounts from USD 9 million to USD 14 million over three years.
- Awarded "Top Marques" distinction as highest-achieving salesperson on a 60-person team.

SKYLINE SHIPPING SERVICES GROUP, Bangkok, THAILAND

1993 to 1995

Manager, New Business Development

A leading Thai shipping brokerage with holdings in travel and trading companies including Skyline Travel Services Co., Ltd. and Skyline International Trading and Consolidation Services.

- Promoted Thai products and negotiated trade to East Asia, North America and Europe
- Brokered international commodities such as Linen Flax Pulp from France to South Korea, Cotton Fiber from Pakistan to South Korea and Palm Oil from Malaysia to Cuba.
- Exclusive representative for Japan-based ENVIROTECH, INC's ozone-technology water purification systems and US-based BECKETT CORP's label making technology.

QUICK CORPORATION (NIKKEI), Tokyo, JAPAN

1990 to 1993

Account Executive, International Sales/Marketing

A premier subsidiary of the Japan Economic Journal Corporation (NIKKEI) and Japan's leading financial information vendor to both domestic Japanese and foreign financial institutions including Nomura Securities, Daiwa Securities, ING Baring and Goldman Sachs.

- Sold high-end computer systems and software used for analyzing and tracking futures and options contracts on the Nikkei 225 Index. Generated US\$3,500,000 in new business from customers such as Lehman Brothers, Baring Securities, Goldman Sachs and Morgan Stanley.
 - Identified future trends in the Japan derivatives market and advised strategic planning and product development teams.
-

EDUCATION

MASTER OF ARTS IN INTERNATIONAL RELATIONS

WEBSTER UNIVERSITY, Bangkok, THAILAND and St. Louis, USA.

2009 to 2014

- Part-time graduate student focusing on International Politics, Development Issues and Asian Area Studies.
- Research Capstone Paper on the Greater Mekong Sub region/ASEAN relations and completed graduation requirements in Spring 2014.

THAI STUDIES CERTIFICATE

THAMMASAT UNIVERSITY, Bangkok, THAILAND.

2003 to 2004

- Non-degree program covering Thai history, politics, economics, culture and development issues.
- Researched original topics in Buddhist Economics, Thai – Myanmar Relations, Comparative Politics/Relationship between Civil Society, Government Bureaucracy and Business Interests.

MASTER OF BUSINESS ADMINISTRATION

UNIVERSITY OF SOUTH CAROLINA, Columbia, SC, USA.

1999 to 2000

Obtained dual degree in joint program with Wirtschaftsuniversitaet-Wien, Vienna, AUSTRIA.

- Emphasis on International Marketing and Emerging Markets.
- Successfully led Brand Management research project at Reuters Thailand and an E-Commerce Strategy project at CAPSUGEL, global leader for the pharmaceutical and dietary supplements industries.

BACHELOR OF SCIENCE

GEORGETOWN UNIVERSITY, Washington, DC, USA.

1986 to 1990

Japanese Language Major/Asian Studies Minor

- Rotary Ambassadorial Scholarship to Keio University, Tokyo, JAPAN.

VOLUNTEER/COMMUNITY SERVICE

GEORGETOWN UNIVERSITY ALUMNI ADMISSIONS PROGRAM, Bangkok, THAILAND

Chairman of Committee 280, Thailand

2000 – Present

- Manage a team of five to seven Volunteer Alumni Interviewers to deliver admissions interviews to the early action and regular admissions applicants to Georgetown University's undergraduate programs.
- Conduct outreach programs to top tier international high schools in Thailand.
- Organize the Georgetown University booth at education fairs in Thailand.
- Provide coverage for the GU AAP interviews for applicants from Myanmar and Vietnam.

End of Resume

UNIVERSITY OF SOUTH CAROLINA

COLUMBIA, S. C. 29208

OFFICE OF THE REGISTRAR
(803) 777-5555
FAX (803) 777-6349

FICE: 003448
CERTIFICATION DATE
06/21/2016

STAMFORD INT'L UNIVERSITY
HUA HIN CAMPUS
1458 PETCHKASEM RD
CHA-AM, PETCHBURI, 76120

An academic certification for:

LEE EDWARD KORNOWSKI

As of the above date, we are certifying the following academic information:

This student's FIRST term enrolled was SUMMER I 1999, beginning 05/16/1999.

This student's LAST term enrolled was SUMMER II 2000, ending 08/05/2000.

U.S.C. DEGREES AWARDED AND DATES:

SCHOOL: THE DARLA MOORE SCHOOL OF BUSINESS

MAJOR: INTERNATIONAL BUSINESS

DEGREE: INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION

DATE: 08/05/2000

This certification is valid only when it bears the imprinted seal of the University of South Carolina and the signature of the Registrar. If you need to discuss this information, please call the Office of the Registrar at (803) 777-5555.

Our certification system is designed to expedite the sharing of academic information with many agencies and companies. We appreciate your accepting this certification since hand-processed special forms slow our response.

END OF CERTIFICATION



A true copy of the record
on file in the Office of the
University Registrar,
University of South Carolina


USC Aiken . USC Beaufort . USC Columbia . USC Lancaster . USC Salkehatchie . USC Upstate . USC Sumter . USC Union

NAME: Lee Edward Kornowski
STUDENT NUMBER: 178-54-9944
ADMITTED FROM: DOWNTOWN SENIOR HIGH
DOWNTOWN PA



OFFICE OF THE UNIVERSITY REGISTRAR
WASHINGTON, D.C. 20057

(202) 687-4020

COURSE NUMBER	TITLE	GRADE	SEM. HRS. EARN	QUAL PTS	COURSE NUMBER	TITLE	GRADE	SEM. HRS. EARN	QUAL PTS
Degrees Awarded: May 26, 1990					Transfer Credit: Sep 1988 - Dec 1988				
B.S. in Languages					KEIO UNIVERSITY JA				
School of Languages and Linguistics					SPEAKING A 3				
Major: Japanese					HEARING A 3				
Minor: Asian Studies					WRITING A 3				
Certif.: Asian Studies					READING A 3				
Rank: 94 of 125					CHINESE CHARACTER A 3				
Cum OPI: 3.169					School Total: 15				
Transfer Credit					Above coursework completed in Tokyo, Japan				
Advanced Placement					----- Spring 1989 -----				
GERMAN 5					Transfer Credit: Jan 1989 - May 1989				
Entering Program:					KEIO UNIVERSITY JA				
School of Languages and Linguistics					SPEAKING A 3				
B.S. in Languages					HEARING A 3				
Japanese					WRITING B 3				
----- Fall 1986 -----					READING C 3				
ENGL-016	LIT & WRITNG: SHORT STORY/NOVEL	B	3	9.00	CHINESE CHARACTER B 3				
JAPN-013	INTENSIVE JAPANESE LEV ONE I	A	8	32.00	School Total: 15				
LING-001	INTRO TO LANGUAGE	B+	3	10.50	Above coursework completed in Tokyo, Japan				
PHIL-001	INTRODUCTION TO PHILOSOPHY	C+	3	7.50	----- Fall 1989 -----				
THEO-011	INTRO TO BIBLICAL LITERATURE	B	3	9.00	ECON-002	ECON PRINCIPLES MACRO	C	3	6.00
----- Spring 1987 -----					GOVT-385	KOREA: POLITICS & INTL RELATNS	B	3	9.00
ENGL-015	LIT & WRITING: POETRY/DRAMA	A	3	12.00	INAF-345	COLL. ASIAN STUDIES	B+	3	10.50
JAPN-014	INTENSIVE JAPANESE LEV ONE II	B+	8	28.00	JAPN-401	GESTALT OF JAPANESE CULTURE	A	3	12.00
LING-002	INTRO TO LANGUAGE II	B+	3	10.50	JAPN-451	TOPICAL JAPANESE I	B+	3	10.50
THEO-056	BUDDHIST REL TRAD: E ASIA/TIBET	B	3	9.00	----- Spring 1990 -----				
Dean's List					INAF-404	ASIAN INDUSTRIALZTN & DEVLPMNT	C	3	6.00
----- Summer 1987 -----					JAPN-361	LANGUAGE IN JAPANESE SOCIETY	B+	3	10.50
MATH-003	SHORT COURSE IN CALCULUS	C	3	6.00	JAPN-413	JAPANESE LITERATURE-STYLE I	A	3	12.00
----- Fall 1987 -----					MARK-220	PRINCIPLES OF MARKETING	B	3	9.00
ACCT-001	PRINCIPLES OF ACCOUNTING	D	3	3.00	SOCI-204	JAPAN & U.S.: SOC ORG	B	3	9.00
HIST-453	HISTORY OF JAPAN I	C+	3	7.50	EHR'S OHR'S OPTS OPI				
JAPN-113	INTENS JAPANESE LEVEL II	B+	6	21.00	15 15 46.50 3.100				
LING-357	METHODOLOGY OF LANG TEACHING	B	3	9.00	141 106 336.00 3.169				
PHIL-156	ETHICS	B	3	9.00	Requirements completed for B.S. in Languages				
----- Spring 1988 -----					End of Undergraduate Record				
FREN-001	INTRODUCTORY FRENCH I	B	3	9.00					
HIST-334	COLL. SOUTHEAST ASIA HIST II	B	3	9.00					
HIST-454	HISTORY OF JAPAN II	B	3	9.00					
JAPN-114	INTENSIVE JAPANESE LEV TWO II	B+	6	21.00					
THEO-001	THE PROBLEM OF GOD	B+	3	10.50					
Leave of Absence, 08-31-1988, until Fall 1989									
----- Fall 1988 -----									
No Further Entries This Column									

ISSUED DIRECTLY TO STUDENT

Lee Edward Kornowski
Box 115
Uwchland PA 19480

Page 1 of 1



This document is printed on special security paper with a garnet background, the seal of the University of South Carolina at Columbia and the signature of the University Registrar, Barbara Rogers Blaney. This is an official seal instrument. A raised seal is not required. The student is in good academic standing unless otherwise noted.

Barbara Rogers Blaney
University Registrar

STUDENT NAME:

LEE EDWARD KORNOWSKI

STUDENT NUMBER: BIRTH DATE:

178-54-9944

06/15

PAGE 1

CONTROL NO: 627772 DATE ISSUED: 04/29/2001

BEGINNING OF GRADUATE RECORD

DEGREE(S) AWARDED:

SUMMER II 2000

08/05/2000

DEGREE: INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION

SCHOOL: THE DARLA MOORE SCHOOL OF BUSINESS

MAJOR: INTERNATIONAL BUSINESS

LOCATION: USC COLUMBIA

GRADUATE TOTALS

HC HE GH GP GPA

CUMULATIVE U.S.C.

48.00 48.00 48.00 171.00 3.543

*** END OF GRADUATE RECORD ***

*** END OF TRANSCRIPT ***

COURSE TITLE	DEPT	CRSE	GRD	HC	HE	GH	GP	GPA
--------------	------	------	-----	----	----	----	----	-----

SUMMER I 1999 SCH OF BUSINESS - GR

SESSION DATES 06/14/1999 - 09/10/1999

FNDTH INTL BUSINESS MIBS 701 B 12.0 12.0G

SEMESTER TOTALS: 12.0 12.0 12.0 36.00 3.000

FALL 1999 SCH OF BUSINESS - GR

SESSION DATES 09/20/1999 - 12/14/1999

MGMT OF GLOBAL ENTERPRISE MIBS 702 B+ 12.0 12.0G

SESSION DATES 09/13/1999 - 05/05/2000

BUSINESS RESEARCH/REPORT MGMT 790 A 3.0 3.0G

SEMESTER TOTALS: 15.0 15.0 15.0 54.00 3.600

SPRING 2000 SCH OF BUSINESS - GR

SESSION DATES 01/10/2000 - 04/26/2000

EMERGING FINANCIAL MKRS IBUS 714 A 3.0 3.0G

ADV INTL MARKETING IBUS 721 A 3.0 3.0G

STRATEGIC INFO MANAGEMNT MGSC 798 A 3.0 3.0G

TELECOMMUNICATIONS MGSC 890 B 3.0 3.0G

STRAT/POLCY GLOBAL ENTRP MIBS 707 A 3.0 3.0G

SEMESTER TOTALS: 15.0 15.0 15.0 57.00 3.800

SUMMER I 2000 SCH OF BUSINESS - GR

SESSION DATES 05/08/2000 - 07/21/2000

MBA FIELD CONSULT PROG MBAD 798 A 6.0 6.0G

SEMESTER TOTALS: 6.0 6.0 6.0 24.00 4.000

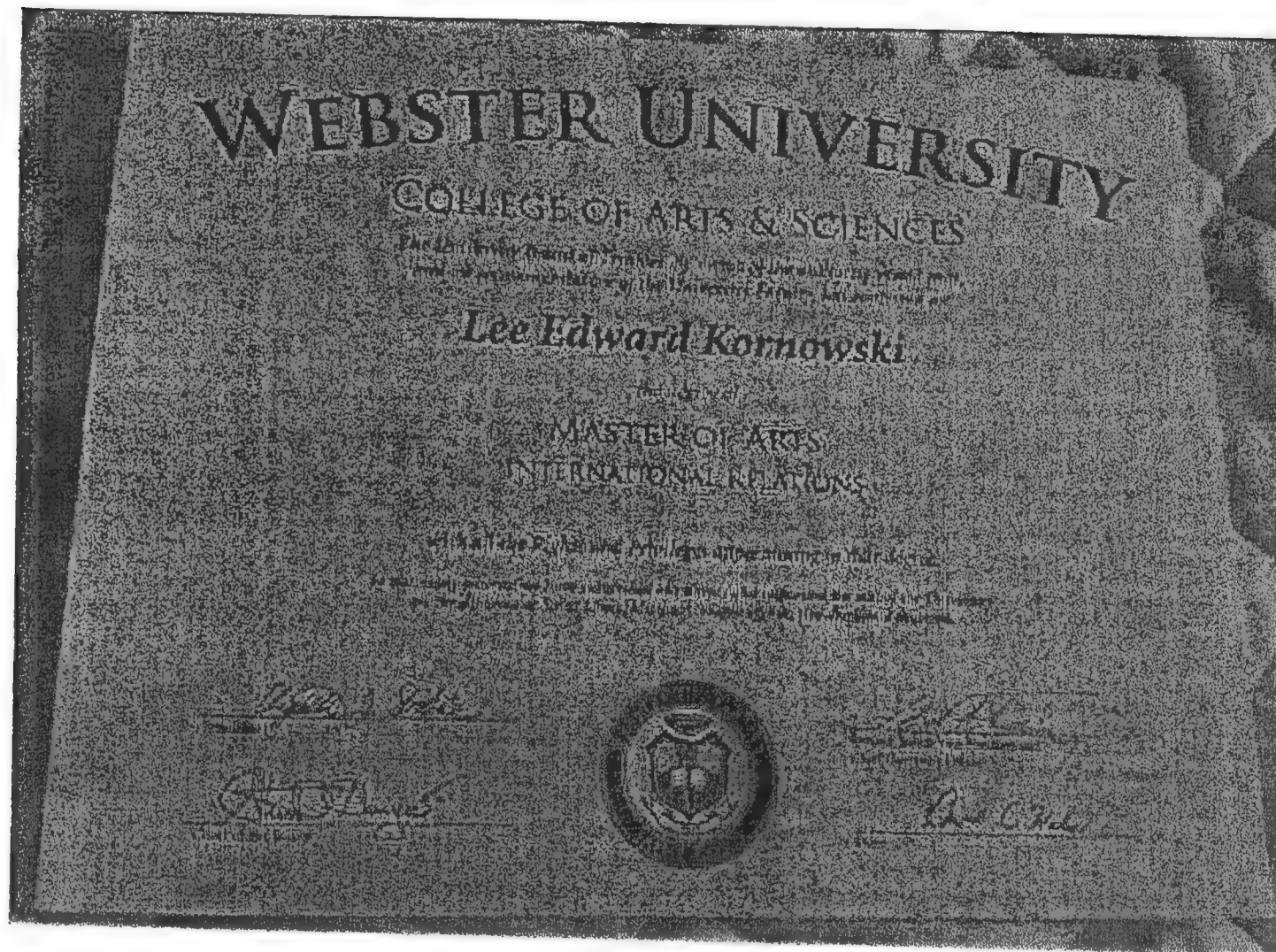
SUMMER II 2000 SCH OF BUSINESS - GR

SESSION DATES 07/06/2000 - 07/06/2000

SPECIAL ENROLLMENT

SEMESTER TOTALS: 0.0 0.0 0.0 0.00 0.000

Lee Edward Kornowski, MA of International Relations, Degree Completed March 2014



ที่ 117 / 2544



กรมวิชาการ

กระทรวงศึกษาธิการ

หนังสือฉบับนี้ให้ไว้เพื่อรับรองว่า นายลี กอร์โนวสกี

เกิดวันที่ 15 เดือน มิถุนายน พ.ศ. 2510

เป็นผู้สอบความรู้ภาษาไทยได้ เทียบเท่าชั้นประถมศึกษาปีที่ 6 เพื่อขอรับใบอนุญาต
ให้เป็นครูในโรงเรียนเอกชน ตามพระราชบัญญัติโรงเรียนเอกชน พ.ศ. ๒๕๒๕ เมื่อ
วันที่ 22 เดือน กุมภาพันธ์ พ.ศ. 2544

ให้ไว้ ณ วันที่ 12 เดือน มีนาคม พ.ศ. 2544



เจ้าพนักงานทะเบียน

[Signature]

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อธิบดีกรมวิชาการ



OFFICE OF THE REGISTRAR

470 EAST LOCKWOOD AVENUE
SAINT LOUIS, MO 63119-3194
314-968-7450
FAX: 314-968-7112

Lee Koznowski

Student ID: 3914404

Entered: FA 2009

Classification: Graduate

Major: International Relations

Last Enrollment Status: SP 2014

----- Fall Semester 2009 ----- Spring Semester 2011 -----
INTL 5000 Intro to International 3.00 A BANG F1 INTL 6000 International Relations 3.00 ZP BANG S2
INTL 5400 International Political 3.00 A BANG F2 and Practice
INTL 5550 War and Diplomacy 3.00 A BANG F2 ** Repeated **

	attempt	earn	pass	quality	points	gpa		attempt	earn	pass	quality	points	gpa
ses	9.00	9.00	0.00	9.00	36.00	4.000	ses	3.00	0.00	0.00	3.00	0.00	0.000
cum	9.00	9.00	0.00	9.00	36.00	4.000	cum	27.00	24.00	0.00	27.00	92.01	3.410
res	9.00	9.00	0.00	9.00	36.00	4.000	res	27.00	24.00	0.00	27.00	92.01	3.410

----- Spring Semester 2010 ----- Spring Semester 2014 -----
INTL 5530 International Law 3.00 B+ BANG S1 INTL 6000 International Relations 3.00 A WEBG S1
INTL 5700 Humanitarian Issues in 3.00 A BANG S2 and Practice
International Politics ** Replaces A Prior Course **

	attempt	earn	pass	quality	points	gpa		attempt	earn	pass	quality	points	gpa
ses	6.00	6.00	0.00	6.00	21.99	3.670	ses	3.00	3.00	0.00	3.00	12.00	4.000
cum	15.00	15.00	0.00	15.00	57.99	3.870	cum	30.00	27.00	0.00	27.00	104.01	3.850
res	15.00	15.00	0.00	15.00	57.99	3.870	res	30.00	27.00	0.00	27.00	104.01	3.850

----- Summer Session 2010 -----
INTL 5645 Asian Area Studies 3.00 A- THAI SU
Southeast Asia

	attempt	earn	pass	quality	points	gpa
ses	3.00	3.00	0.00	3.00	11.01	3.670
cum	18.00	18.00	0.00	18.00	69.00	3.830
res	18.00	18.00	0.00	18.00	69.00	3.830

WEBSTER UNIVERSITY

Degree: MA Master of Arts

Awarded: 03/08/14

Major: International Relations

----- Fall Semester 2010 -----
INTL 5100 Research Methods & Pers 3.00 A WEBG F1
INTL 5645 Asian Area Studies 3.00 A- BANG F2
The South Pacific

	attempt	earn	pass	quality	points	gpa
ses	6.00	6.00	0.00	6.00	23.01	3.840
cum	24.00	24.00	0.00	24.00	92.01	3.830
res	24.00	24.00	0.00	24.00	92.01	3.830

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1974 prohibits the release of this information
without the student's written consent.

Unofficial Transcript Printed on 05/06/14 Page 1 of 1

Lee Edward Kornowski, MA of International Relations, Degree Completed March 2014

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COLLEGE OF ARTS & SCIENCES
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Lee Edward Kornowski

THE UNIVERSITY OF
MASTER OF ARTS
INTERNATIONAL RELATIONS

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For information purposes, we have also listed the names of the individuals who have been identified as having been involved in the activities of the organization, and the names of the individuals who have been identified as having been involved in the activities of the organization.

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COLLEGE OF ARTS & SCIENCES

*The University Board of Trustees, by virtue of the authority vested in it,
and on recommendation of the University Faculty, has conferred on*

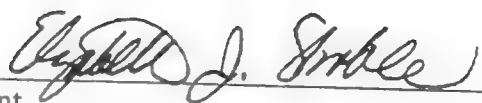
Lee Edward Kornowski

the degree of

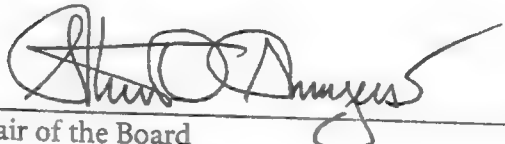
MASTER OF ARTS
INTERNATIONAL RELATIONS

with all the Rights and Privileges appertaining to that degree.

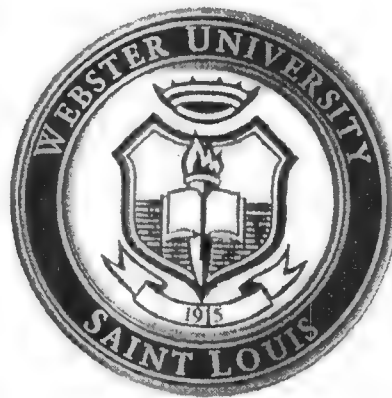
*In testimony whereof we have subscribed our names and impressed the seal of the University
on the diploma at Saint Louis, Missouri, March eighth, two-thousand fourteen.*

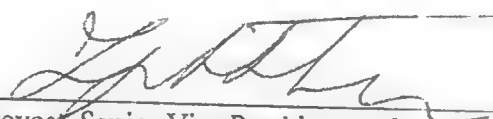


President




Chair of the Board





Provost, Senior Vice President and
Chief Operating Officer



Dean

Mark Rendon – Summary Resume - CV

PERSONAL

Contact Information	+66.86.242.7365 mrendon2003@yahoo.com (email) mark.rendon (skype)
Address	349 Moo 10, Baan Nong Ok, Cho-Ho, Amphur Muang, Nakhon Ratchasima, 30000 Thailand
Nationality	USA, with residency in Thailand
Languages	English, French , Russian, Thai

EDUCATION

1985	University of Utah, USA Juris Doctor, Law, (International Business Transactions)
1981	University of Colorado, USA BS, Business (International Business, languages Major)

PROFESSIONAL EXPERIENCE

Aug 2010 - Present

Khon Kaen University International College (KKUIC)
Thailand <http://www.ic.kku.ac.th>

Lecturer – Global Business

Serving as a full-time key anchor member of the Global Business instructor team, including:

- Planning, & implementing curriculum in the business program, and Moodle e-learning development.
- Teaching semester classes and advanced seminars in Human Resource Management , International Business Management, Business Law, Global Marketing & Sales, and related courses.

Aug 2013 - Present

Stamford International University (MBA Program)
Thailand <http://www.stamford.edu>

Adjunct Lecturer & Course Expert – Global Business Human Resources

- Recently designed new Human Resources Blended course for MBA students, including in-class and online learning on Blackboard.
- Teach occasional Signature MBA courses, including Term 1/2015.

April 2013 - June 2014

Bangkok School of Management (Northumbria University Thailand support Centre) <http://bsm.ac.th>

Adjunct Lecturer & Course Expert – Management & Business Law

- Instructor for Management, Business Law & Importing/Exporting classes

May 2005 -Jan 2010

Axxcelera Broadband Wireless www.axxcelera.com
Director of Sales – Asia

Responsible for business development and sales in Asia for this broadband wireless WiMAX & LTE solutions provider:

- Developing market strategies, negotiating, closing, and supporting partner sales, and direct sales to major Broadband Telecoms, integrators & resellers.
- Designing and executing pan-Asian regional sales plan with extensive experience in India, China, Thailand & other Asian countries.

July 2002 - Jan 2005

IDT Telecom Asia www.idt.net
Vice President – Asia

Regional Vice President, Asia for all sales & business development, corporate development and strategic management for NYSE Telecom company in Asia.

- Developed and Managed an Asia-wide team of sales & business development managers located in key markets across Asia.

March 2000 – Dec 2001

Qala Pte Ltd. (acquired by M1 in 2009)
<https://www.m1.com.sg>

Co-founder, President, & CEO

Co-founded this Asian broadband Telecom services start-up. As President & CEO, was in charge of all Sales & Marketing, Corporate and Business Development, and Strategic Alliances. Successfully secured venture funding and later a strategic investor to acquire the company.

- Grew the company from a start-up of two employees to over 150 employees with offices in Singapore, Hong Kong, & Sydney. Successfully raised Series A round of \$12 million from world class venture capital/private equity firms – US-Walden International Investments, Singapore- Vertex (wholly-owned subsidiary of Temasek Holdings and Creative Technology; and successfully led the company to acquisition by strategic investor (M1).

- Successfully originated, managed and served on Board of a broadband Joint Venture with the Monopoly Cable TV network in Beijing, China.
- Set direction & led broadband service sales efforts in Hong Kong, Singapore, Australia & China for the company.

Mar 1999 - Mar 2000

Qwest Communications International (acquired by CenturyLink in 2010 - 3rd largest Telecom-US)
<http://www.centurylink.com/>

Chief Advisor & Interim President – Asia

Regional President, Asia for all business development, corporate development and strategic management for NYSE Telecom company in Asia.

- Managed an Asia-wide team of business development, M&A, and engineering managers located in key markets across Asia.

July 1987 – March 1999

United World Group, Ltd., Hong Kong/ Moscow/ London
Co-founder, President & CEO

Co-founded and managed an international trading company, and grew it into an international trading concern with offices throughout Asia and the Former Soviet Union.

- Led global sales efforts with extensive success in Asia and former Soviet Union.

The Regents of the
University of Colorado

have conferred on
Mark Kenneth Rendon
the Degree
Bachelor of Science
Business Administration

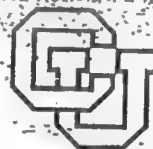
with all the rights and privileges thereunto appertaining.
In witness thereof this diploma is awarded by the Regents
upon the recommendation of the Faculty.

Given at Denver on the seventeenth day of December, A.D.
nineteen hundred and eighty-one and in the
one hundred fifth year of the University.


of the University




Registrar



UNIVERSITY OF COLORADO
BOULDER, COLORADO 80300
PERMANENT RECORD

NAME RENDON, MARK K

STUDENT NO. 529-84-7164

DEGREE RECORDED BELOW

CAMPUS	COURSE TITLE	DEPT.	NUMBER	SEMESTER CREDIT	GRADE	CREDIT POINTS	DATE OF BIRTH
	ADV. STANDING, UNIVERSITY OF UTAH 1973-1975						03-20-1955
	BIOLOGY			3.3			H.S. FROM WHICH ADMITTED
	PHILOSOPHY			3.3			EAST HIGH SCHOOL SALT LAKE CITY UT
	ADV. STANDING, METROPOLITAN STATE COLLEGE 1977-1978						1973 H.S. GRADUATION DATE
	ECONOMICS			3			MATRICULATION DATE
	ENGLISH			3			FALL 1978
	BUSINESS			6			OTHER COLLEGES AND DEGREES
	COMPUTER MGMT SCI			3			UNIVERSITY OF UTAH SALT LAKE CITY, UT
	FALL SEM 1978 BU 529-84-7164						METROPOLITAN STATE COLLEGE DENVER, CO
	4 PRIN OF ECON: MICRO	ECON	202	4	B	12	
	4 BEGINNING FRENCH I	FR	101	5	C	10	
	4 ALG SOC SCI & BUS	MATH	107	3	A	12	
	4 INTRO TO POL SCIENCE	P SC	100	3	A	12	
	4 KARATE (TKD) LEVEL I	PER	147	1	B	3	
	4 SWIMMING LEVEL I	PER	171	1	Iw		
	SPRING SEM 1979 BU 529-84-7164						
	4 BEGINNING FRENCH 2	FR	102	5	B	15	
	4 CALC SOC SCI & BUS	MATH	108	3	C	6	
	4 INTRO AMER POL SYSTEM	P SC	110	3	C	6	
	4 SOCIAL CHANGE	SOC	303	3	A	12	
	4 KARATE (TKD) II & III	PER	151	1	E	3	
	FALL SEM 1980 BU 529-84-7164						
	4 INTERNATIONAL ECON	ECON	441	3	B	9	
	4 CONVERSATION & CULTURE	FR	211	3	A	12	
	4 GENERAL PSYCHOLOGY I	PSY	203	3	C	6	
	4 INTERNATIONAL MARKETING	MK	490	3	A	12	
	4 BUSINESS STATISTICS	Q M	201	3	C	6	
	WINTER SEM 1980 BU 529-84-7164						
X	U S FOREIGN POLCY-1912	HIST	445	3	A	12	
	ADV. STANDING, UNIVERSITY OF DENVER 1979-80						
	HOURS TRANSFERRED					14.6	
	SPRING SEM 1981 BU 529-84-7164						
1	INTL BUSINESS SEMINAR	B AD	440	3	A	12	
	SPRING SEM 1981 BU 529-84-7164						
4	READING & COMPOSITION	FR	212	3	B	9	
4	WORLD FOOD RESOURCES	GECC	133	1	P		
4	BASIC NAVIGATION	GECC	133	1	P		
4	BASIC FINANCE	FIN	305	3	C	6	
	TRNG		458	3	A	12	

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CONS. CONSULTATION

Ingrid T. Eschholz
Registrar

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DOCUMENT GUIDE PRINTED ON REVERSE

UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

NAME RENDON, MARK K

STUDENT NO. 529-84-7164

CAMPUS	COURSE TITLE	DEPT.	NUMBER	SEMESTER CREDIT	GRADE	CREDIT POINTS	MEMORANDA
	SUMMER SEM 1981	BU	529-84-7164				16 9-24-81
X	GENERAL PSYCHOLOGY II	PSY	204	3	A	12	16 2-15-81
	SUMMER SEM 1981	BU	529-84-7164				16 5-7
4	BUS INFO & COMPUTER	B AD	200	3	B	9	
4	PROD & OPERATIONS MGMT	PRMG	300	3	C	6	
	FALL SEM 1981	BU	529-84-7164				
4	FREN PHON & PRONUN	FR	301	3	A	12	
4	BUSINESS & GOVERNMENT	B AD	410	3	A	12	
4	CASES/CONCEPTS BUS POL	B AD	450	3	A	12	
4	BUSINESS LAW	B L	300	3	C	6	
4	PRIN OF INSURANCE	INS	484	3	C	6	
4	INDUSTRIAL MARKETING	HK	460	3	B	9	

DEGREE BS BUS
CONFERRED DEC 1981

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Ingrid T. Eschholz
Registrar

University of Colorado Denver

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NAME: Rendon, Mark K
 STUDENT NR: XXX-XX-7164/810314570 BIRTHDATE: 03/20/XXXX
 PRINT DATE: 02/04/2015
 M *** SEPARATE RECORD OF PRIOR WORK ATTACHED *** (154 2687 2)

Issued To: *** ISSUED TO STUDENT ***
 Mark Rendon c/o Gloria Rendon
 6096 S. Glen Oaks St.
 Murray, UT 84107

Requested By: Mark K Rendon

COURSE TITLE		CRSE NR	UNITS	GRADE	PNTS	
CUMULATIVE CREDITS :						
TR	CU	TOT	QUAL	QUAL		GPA
UNITS	UNITS	UNITS	UNITS	PTS		
UGRD	0.0	0.0	0.0	0.00		0.000
**** END OF ACADEMIC RECORD ****						

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Ingrid T. Eschholz
 Registrar

University of Colorado Denver

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The University of Utah

upon the recommendation of the Faculty of the

S.J. Quinney College of Law

has conferred upon

Mark Kenneth Rendon

the Degree of

Juris Doctor

with all its Rights, Honors and Responsibilities

In Witness Whereof we have caused the Seal of the University to be affixed this
twenty-fifth day of May, Nineteen Hundred Eighty-Five.

Wm. A. Adenbury
Commissioner of Higher Education
Chair
Chair, Utah State Board of Regents



Mark K. Rendon
President of the University
Randy L. Dwyer
Chair, Board of Trustees
Wm. E. Chodosh
Dean of the College of Law

Dr Martin Goerlich, DBA, MBA, MAIBA, BBA

5/14/2013



Address: 14 Potterhouse Terrace, DH1 5DL Durham, UK

E-mail: m.goerlich@northumbria.ac.uk

Webpage:

<http://www.northumbria.ac.uk/sd/academic/nbs/staff/stafflist/?page=detail&staffid=204>

OBJECTIVES

Given the possible highly complex nature of the role Associate Dean International Issues at one of Thailand's prestigious private Universities, you are looking likely for someone who combines the right mixture of skills, experience, knowledge, attitudes and motivation.

I consider myself suitable for selection for a number of reasons:

- **First, due to my extensive, first class education and training:**

My excellent interpersonal and communication skills, oral and written, have helped me not only to excel academically (e.g. I have a business degree from Germany, gained two Masters at Newcastle Business School (NBS), I am doctoral qualified and I got a distinction in my MBA) but also to achieve a very high standard in teaching and administration. I have the necessary training and practice to undertake successful PGR supervision, training and examination. I have worked in a range of academic positions at NBS in the past, including subject development, programme design, teaching, quality assurance and evaluation.

- **Second, practical work experience, deep and relevant expert subject knowledge:**

My passion for management and international business and my past work experience (including responsibility for staff) in several countries (among Germany, Switzerland, Spain, Taiwan, China and now for the last 8 years in the UK) has provided me with the necessary extra experience and understanding for this position. For example, I have designed and develop successful programmes that have met the requirements of the university and partner institutions we have abroad (joint venture agreements with many Asian Institutions).

Perhaps one of my strongest talents for this position might be that I know how to manage people effectively across cultures, including providing the right amount of leadership and motivation when necessary. This is not just a simple statement because to manage people effectively was the main reason why I have studied business – I always wanted to understand and to learn how to lead people effectively in various contexts – later in my career also about cross cultures. Now several years later of learning the theory and applying those in practice I have earned a proven track record to get things done effectively through people also across cultures.

For example, I know from feedback from colleagues here at NBS that have worked for me or with me (among are also Thai colleagues) that I am highly respected and that they enjoy working for and with me to achieve the desired outcomes.

The Associate Dean Academic of NBS, Dr. Julie Crumbley has send me the following e-mail for the successful accomplishments I and my team has achieved:

"Well done Martin and the extended team! A great example of professionalism and team work"

- **Lastly, practical skills and motivation:**

Due to the fact that I have, for many years worked abroad also in various executive positions, this has equipped me with the necessary proficiency and experience (including my gained in-depth knowledge from my doctorate), to work effectively with people from all kinds of backgrounds and cultures. This unique set of skills has helped me in the past and will in the future to develop strong collaborative links with academic, business and commercial organisations and the public sector where necessary. It has also helped me in my other current position at NBS; among other responsibilities I'm also responsible for our international students within the Business School, have to look after our partner universities from all over the world – inclusive visits – and to be in contact with our students we have send abroad to our partner universities.

Thailand is in many aspects a unique and beautiful country with a very distinctive culture. I believe that many westerners would find it challenging to work in Thailand. Perhaps, that I had the chance to visit Thailand on many occasions (business and private) and being in a relationship with a Thai woman for more than 7 years, I can say with all honesty that I had the luck to develop a very good understanding about the Thai style of life and feel quite comfortable with the Thai culture and could genuinely imagine to live permanently in Thailand.

However, I am fully conscious of the fact that being an Associate Dean at a Thai University requires new skills, different responsibility and new challenges for me. But I would not apply for this job if I would feel that I cannot learn these new skills, take on more responsibility and face new challenges as I did many times before.

To summarise, I am motivated, fully prepared and would relish the opportunity to work as Associate Dean International Issues and wish you accept my application.

EDUCATION

Qualification	Degree Granting Institution	Year Conferred
<p>Doctor of Business Administration</p> <p><i>Title: Evaluation of Cross Cultural Training for Multinational Teams: The Case of the Model of Freedom</i></p> <p>Examiners : Prof. Teresa Waring (from NBS)</p> <p>Dr. Lois Farquharson (from Napier University Business School)</p>	University of Northumbria at Newcastle, UK	2010
<p>Master of Business Administration</p> <p><i>Title: International Teambuilding for Efficiency Enhancements: The Case of Bertelsmann AG</i></p> <p>With Distinction</p>	University of Northumbria at Newcastle, UK	2010
Master of Art in International Business Administration	University of Northumbria at Newcastle, UK	2005
Asia Management Assistant (Equivalent BA Hons)	ABW, Akademie für Betriebswirtschaft und Welthandelssprachen, Stuttgart, Germany	2004

Membership of Professional Bodies/Professional Qualifications

Name of Professional Body	Dates	Category/Grade of Membership
German Chamber of Commerce	1991-1994	<p>Kaufmann im Einzelhandel (Qualified retail merchant)</p> <p>Unique German 3 years practice based training with a final examination conducted by the German Chamber of Commerce</p>

SKILLS-TRAINING

Organizing Body	Dates	Course Title/Subject
Northumbria University	5-7/09/12	Teaching the case study method
Northumbria University	18/09/12	Supervisor Training Day
Northumbria University	29/06/12	Writing for Publication workshop
Northumbria University	24/02/10	Induction to Teaching at Northumbria
Northumbria University	11/09/08	Delivering an Excellent Customer Service
Northumbria University	10/09/08	Equally and diversity
Durham University	31/03/2008-03/04/2008	The Writing Across Boundaries workshop
Newcastle Business School, Oxford Brooks and Ulster University	07/09/2007-14/09/2007	Research Method Summer School, Dalian, Turkey. Prof. Mark Saunders, Prof. Richard Slack
Newcastle Business School	28/04/2007	PGR Training and Development: N6 Advanced (Qualitative Data Analysing Software) Dr. Jane Wilcockson
Newcastle Business School	23/04/2007	PGR Training and Development: Introduction to N6 (Qualitative Data Analysing Software) Dr. Jane Wilcockson
Newcastle Business School	19/03/2007	PGR Training and Development: "Manage a research project" Project Management. Dr. Kevin Hilton
Newcastle Business School	26/02/2007	PGR Training and Development: "The time of your life" Time management seminar.
Newcastle Business School	24/01/2007	PGR Training and Development: Networking and Team Working. Sandra Corlett, Dr. Janice McMillan and Dr. John Fenwick
Newcastle Business School	07/02/2007	DBA course: Reflecting on Interview Practice and Observation & Ethnography. Angela McGrane
Newcastle University	26/03/2007	PGR Training and Development: Qualitative Data Analysis. Dr. Margaret Stone
Newcastle University	27/11/2006	Research in the wider context. Session 5. "Culture and Research Strategy"
Newcastle University	20/11/2006	Research in the wider context. Session 4. "How to publish a paper and the importance for publishing in general"
Newcastle Business School	12/11/2006	Research in the wider context. Session 3. "Ethics and Research"
Newcastle Business School	15/11/2006	PGR Training and Development: MPP preparation: Professor Jon Dean

IT Skills

- All relevant MS office applications

Communication

- German – mother tongue
- English – fluent (oral and written)
- Chinese – basic (oral and written)
- Thai – basic (oral)

WORK EXPERIENCE

From/To Month/Year	Employer's Name, Location and Nature of Business	Job Title, outline of duties
2007 - ongoing	UK; Newcastle Business School	Senior Lecturer (SMIB subject group)
Description of my current duties: <ul style="list-style-type: none"> • To engage in teaching on various programs within the Strategic and International Business (SMIB) subject group • Supervision of students (UG and PG, incl. Doctoral Students) • Leader for core UG module SM0147 (International Business Environment), responsible for ca. 600 students and ca. 10 colleagues teaching on this module • Program leader for CBC (Combined Business Credits –exchange students from Partner Universities) Inclusive, counseling and pastoral care for exchange students currently on exchange at partner universities • Staff development at NBS and CV partners, e.g. Kaplan (Singapore) • Teaching, training and consulting at our oversee partner institutions (Hong Kong) • Design and deliver of new program and modules • Design and deliver of training program for NBS (e.g. at our DBA program - cross cultural training for new members of staff – how to manage large modules etc.) • To strengthen and further develop our exchange partnerships (currently working on projects in Hong Kong, Singapore and Australia) • Engaged in quality assurance, accreditation and evaluation • Marking, assessment and feedback on students work • Engage in research and publications 		
08/07-07/09	UK: Northumbria University Accommodation officer	Part time student assistant (Student residences of Northumbria University). Duties include: To assist the house manager/accommodation officer, on a daily basis (two days per week, evenings from 8p.m. to 8a.m. and every three weeks 48 hours over the weekend) as a first contact person for students in case of fire, noise complains, unsocial behavior and other forms of emergencies.

01/08/03-24/10/03	China: Silk Trend Gmt Co. Ltd. Subsidiary of the Polimax Group. Ningbo China Manufacturer of clothing	Internship: Assistant of the Chairman of Board of Directors Main duties included: To assist the chairman in his daily work, correspondence with other companies, supervision of projects, organize board meetings, to assist and supervise maintenance work at the factory and help to implement ISO9001 quality standard.
10/08/02 -07/10/02	Taiwan: M + W Zander. Chinchu Taiwan (German engineering company, specialised in clean room systems and facility management)	Internship: Main duties: To assist the purchasing department and the administrative office in their daily work.
05/01/1999 – 15/10/1999	Spain: Outdoor Travel GmbH, Majorca, Tour Operator/Travel company abroad for the companies Sport Scheck and Marlboro Travel	Head of tour operator/ leader: Main duties: Responsible for staff supervision, organizing and supervising the secure implementation of daily adventure sport activities. Organizing and carrying out larger outdoor events for several organizations, mainly incentives and teambuilding.
01/07/1998 – 15/10/1998	Spain: Outdoor Travel GmbH. Sierra de Guara (Provinz Huesca) Tour Operator	Tour Operator Spain: Main duties: Implementation of daily sport activities for tourists. Implementation of teambuilding activities for diverse groups multinational companies
01/06/1997 – 31/06/1998	Germany: Deutsches Rotes Kreuz (German Red Cross Organisation), Leonberg,	Ambulance Driver/Paramedic (Zivildienst Compulsory Civilian Services, instead of army) Main duties: To assist the doctor in medical emergencies
01/03/1997 – 31/05/1997	Germany: BWS Bürogemeinschaft Werastraße, Stuttgart. Real Estate Agency	Real Estate Broker Main duties: To sell properties and to help potential buyers to apply for mortgage.
01/09/1996 – 28/02/1997	Germany: Moebel Mann GmbH, Ludwigsburg, Germany. Furniture Retailer	Furniture Retail Executive Main duties: Advice and sell furniture to customers, help them select appropriate furniture and help them with designing their rooms (exclusive, high price furniture)
27/10/1995 – 31/08/1996	Germany: Moebel Mutschler GmbH & Co., Leonberg, Germany. Furniture Retailer	Furniture Retail Executive Main duties: Supervise salesmen, train salesmen on selling furniture and help customers finance their furniture.
01/07/1994 – 29/07/1995	Germany: Stein Immobilien GmbH, Remseck, Germany. Real Estate Agency	Real Estate Broker: Main duties: To sell properties and help potential buyers to apply for their mortgage.



UNIVERSITY of NORTHUMBRIA
at NEWCASTLE

MARTIN GOERLICH

has been awarded the degree of

DOCTOR OF BUSINESS ADMINISTRATION
in recognition of a programme of work entitled:

"Evaluation of Cross Cultural Training for Multinational Teams: The Case of the Model of
Freedom"

25th June 2010

Andrew Wathey

Professor Andrew Wathey
Vice-Chancellor

Paul Kelly

Paul Kelly
Registrar





UNIVERSITY of NORTHUMBRIA
at NEWCASTLE

MARTIN GOERLICH

has been awarded the degree of

MASTER OF BUSINESS ADMINISTRATION
with DISTINCTION

in

THE NEWCASTLE BUSINESS SCHOOL MBA

4 March 2010

A handwritten signature in dark ink, appearing to read 'Andrew Wathey'.

Professor Andrew Wathey
Vice-Chancellor

A handwritten signature in dark ink, appearing to read 'Paul Kelly'.

Paul Kelly
Registrar





UNIVERSITY of NORTHUMBRIA
at NEWCASTLE

MARTIN GOERLICH

has been awarded the degree of
MASTER OF ARTS
in
INTERNATIONAL BUSINESS ADMINISTRATION

4th November 2005

A handwritten signature in black ink, reading 'Kel Fidler'.

Professor Kel Fidler
Vice-Chancellor

A handwritten signature in black ink, reading 'Cheryl Penna'.

Cheryl Penna
Registrar

DIPLOM

Martin Görlich

geb. am 28.12.74 in Leonberg; Staatsangehörigkeit: deutsch

hat gemäß der Schul- und Prüfungsordnung der Akademie für Betriebswirtschaft und Welthandelssprachen – ABW die Abschlussprüfung bestanden.

Die Einzelergebnisse sind im Abschlusszeugnis aufgeführt.

Gesamtnote: befriedigend (3,18)

Final mark
Nota global

Prüfungsort: Stuttgart

Datum: 29. September 2004



Direktor der Akademie

Geschäftsführer der Akademie

SCOTT ROACH, Ph.D.

E-Mail: bobbyroaches@hotmail.com
Cell Phone 0 98 357 2234

EDUCATION

Ph.D. Louisiana State University, USA 1996

Major: Business Administration (Marketing)

Minor: Psychology

Supporting Area: Management

Dissertation: *The Use of Norms in the Evaluation of the Exchange Process: The Consumer Level*

Masters of Business Administration: Northwestern State University, 1987

Bachelor of Science: Northwestern State University, 1975

Majors: Business Administration, Economics & Psychology

ACADEMIC POSITIONS

Business Segment Manager - Director of Host Nation Personnel Middle-
Management Education and Development, KBR (Kellogg, Brown & Root,
Inc.), Middle East and Central Asia, Baghdad, Iraq NOV 2011 - FEB 2014

Lecturer, Asian University, Faculty of Business, Huay Yai, Banglamung,
Chonburi, Thailand JUL 2010 - JUN 2011

Director of Training, KBR (Kellogg, Brown & Root, Inc.), Middle East and Central
Asia, Baghdad, Iraq JAN 2008 - JUL 2010

David D. Morgan Endowed Professor of Marketing, (tenured) College of
Business, Northwestern State University, Natchitoches, LA 2001 - 2007

Coordinator, Business Disciplines, College of Business, Northwestern State
University, Natchitoches, LA 1996 - 2005

Associate Professor, (Tenured, Spring 1996) College of Business, Northwestern
State University, Natchitoches, LA 1996 - 2007

Assistant Professor, College of Business, Northwestern State University,
Natchitoches, LA 1992 - 1996

Research Assistant, Louisiana State University, Department of Marketing, Baton
Rouge, LA 1989 - 1992

Instructor, Louisiana State University, Department of Marketing, Baton Rouge, LA
1990 - 1991

Instructor, College of Business, Northwestern State University, Natchitoches, LA
1987 - 1989

Consulting Activities

My consulting activities have been structured to allow for real world application of those areas explored in my research. I have done extensive work in process design and improvement with a Fortune 500 company for five years, and worked at the city, state and federal level in economic development. I have performed substantial work in university and college planning and accreditation, and conducted marketing research for firms that range in size and scope from local to multinational.

Student Research Teams

There is a great need at both the undergraduate and graduate levels to build research, analysis, manuscript writing and research presentation skills. In answer to those needs, several faculty colleagues and I formed an interdisciplinary research team that was not tied to any of the classes that we taught. We met throughout the year developing data collection instruments, collecting and analyzing data and then presenting or publishing the results of our studies. The number of faculty members and students varied over the ten years of the team's existence. During that time, many students benefited by making presentations at academic conferences and by having their work published. Students' names are shown in bold in the listing of publications and presentations to provide an indication of the work done outside of classes to develop the research skills of the students with whom I worked.

Publications

Books:

Hair, J. Jr., Lamb, C. Jr., McDaniel, C. & Roach, S. (1996) *Great Ideas for Teaching Marketing*. Cincinnati, Oh: Southwestern College Publishing.

Roach, S. (1996) *The Use of Norms in the Evaluation of the Exchange Process: The Consumer Level*, an unpublished dissertation, Ann Arbor, MI: UMI Dissertation Services.

Roach, S. (1996) *Personnel Policies Manual City of Natchitoches*, Natchitoches, LA: City of Natchitoches.

Williams, L., Roach, S., Alford, B. & William Black (1995) *Multivariate Data Analysis with Readings Instructor's Manual*. 4th ed., Englewood Cliffs, NJ: Prentice Hall.

Alford, B. Roach, S. & Black, W. (1992) *Multivariate Data Analysis with Readings Instructor's Manual*. 3rd. ed., Englewood Cliffs, NJ: Prentice Hall.

- Jones, S., Moulton, M., Moulton, P. & Roach, S. (1999). Self-esteem differences as a function of race and weight preoccupation: Findings and implications. *Women's Health Issues*, 9(1), 50-55.
- Roach, S., Dupuis, C., & Whittington, A. (1999). Alcohol and College Students: A Harmful Product and a Vulnerable Market. *Journal of Targeting Measurement and Analysis for Marketing*. Vol. 8, (1), 83-96.
- Smiley, B. & Roach, S. (1999). Determining Comparative Advantage for a Small University. *Journal of Business and Behavioral Sciences*, Vol. 1, February.
- Moulton, P., Moulton, M., & Roach, S. (1998). Eating Disorders: A Means for Seeking Approval? *The Journal of Treatment & Prevention*. Vol. 6 (4), 319-327.
- Roach, S., Hair, J. Jr., & Johnston, M. (1993). The Current State of Marketing Education: Perceptions of Marketing Academicians and Doctoral Students. *Marketing Education Review*. Vol. 4, (1), 2-9.
- Roach, S., Hair, J. Jr., & Johnston, M. (1993). An Exploratory Examination of Teaching Styles Currently Employed in Marketing Education: Developing a Typology and Its Implications for Marketing Students. *Journal of Marketing Education*. (Fall), 32-38.

Regional/State Journals:

- Barnett, S. & Roach, S. (2003). Student Incivilities: Classroom Behaviors Students Consider Irritating. *The Louisiana Education Research Journal* Vol. 28 (1) 47-56.
- Moulton, M., Moulton, P., Roach, S., & Gallien, T. (2000). A Comparison of Levels of Alcohol Use Among Male and Female College Athletes and Non-Athletes. *LAHPERD Journal*, Vol. 61 (2), Spring.
- McDaniel, T., Moulton, M., Moulton, P., Roach, S., & Cosio, D. (1999). A Profile of Adolescent Health-risk Behaviors. [Abstract]. *Louisiana Association for Health, Physical Education and Dance Journal*, 62 (2), Spring.
- Moulton, M., Moulton, P., Roach, S., & Bailey, K. (1998). The Relationship of Self-Esteem & Approval Motivation in College Athletes [Abstract]. *Louisiana Association of Health, Physical Education, Recreation, and Dance Journal*, 61 (2), Spring.

Presentations

International Conferences:

- Roach, S. and Lanham, W. (2013) "The Provision of Services in a Less Than Permissive Environment." A symposium presented to members of the United States Department of State at the US Embassy in Baghdad, Iraq.
- Roach, S., Barnett, S., & Fillippino, T. (2007). "Manners 101: Do They Really Matter in the Classroom?" Poster presentation. Fifth Annual Hawaii International Conference on Education, Honolulu, HA.
- Barnett, S., & Roach, S. (2005). "Irritating Classroom Behaviors: Student to Student Incivilities Can Lead to Low Levels of Student Attentiveness and Teacher Apathy." Third Annual Hawaii International Conference on Education, Honolulu, Hawaii.
- Roach, S., Barnett, S. (2005). "An Examination of the Relationship Between Happiness Defined as Life Satisfaction and College GPA." Poster Presentation. Third Annual Hawaii International Conference on Education, Honolulu, HA.
- Dailey, M., & Roach, S. (2004). "Expanding the Student Classroom Performance Model to Include Involvement." International Academy of Business and Public Administration Disciplines, in New Orleans, LA.
- Smiley, B. & Roach, S. (1999). "The Search for a Differential Advantage," American Society of Business and Behavioral Sciences, 6th annual Meeting, Las Vegas, NV.

National Conferences:

- Barnett, S., Fillippino, T. & Roach, S. (2006). "Do Classroom Manners Really Matter?" Poster presentation. 114th Annual Convention of the American Psychological Association. New Orleans, LA.
- Barnett, S., & Roach, S. (2005). "Happy Students: Implications for Retention." Poster Presentation. Twenty-ninth National Conference on Academic Advising, National Academic Advising Association, NACADA, October 5-8, Las Vegas, NV.
- Dailey, M., & Roach, S. (2004). "Expanding the Elaboration Likelihood Model to Include Student Course Involvement," Paper presented at the National Business and Economic Society Annual Conference in Hawaii, March 10-13, 2004.

Whittington, A., Moulton, P., Moulton, M., & Roach, S. (1997). "Self Esteem, Race, and Approval Motivation as Predictors of College Alcohol Use." Paper presented at the Southwestern Psychological Association, New Orleans, LA.

Roach, S., & Alford, B. (1991). "Measurement of Consumers' Perceptions of Pain in Dental Services," Research presented at the annual conference of the Southern Marketing Association, November 6-9, 1991.

State Conferences:

Tummons, S., Barnett, S. & Roach, S. (2008). "ADHD: The Treatment Warfare." Research presented at the 21st Annual Research Day at Northwestern State University, Natchitoches, LA.

Barnett, S., Shaw, J., & Roach, S. (2007). "Are You Out of Your Mind?" Poster presentation. Louisiana Psychological Association 59th Annual Convention, Baton Rouge, LA.

Seal, D., Barnett, S. & Roach, S. (2007). "What Were You Thinking?" Research presented at the 20th Annual Research Day at Northwestern State University, Natchitoches, LA.

Shaw, J., Barnett, S., & Roach, S. (2006). "Civil Unrest in a Classroom Setting." Research presented at the Louisiana Psychological Association 58th Annual Convention, Baton Rouge, LA.

Shaw, J., Barnett, S., & Roach, S. (2006). "The Laws of Learning." Research presented at the 19th Annual Northwestern State University Research Day, Natchitoches, LA.

Barnett, S., & Roach, S. (2004). "Get a Grip: Coping Behaviors of University Students." Research presented at the 17th Annual Research Day at Northwestern State University, Natchitoches, LA.

Erin, R., Fontaine, C., Williams, M., Roach, S., & Deep, N. (2004). "This Presentation May be Habit-forming." Research presented at the 17th Annual Research Day at Northwestern State University, Natchitoches, LA.

Roach, S. (2004). "Using Marketing Tools to Meet Needs and Solve Problems for University Student Personnel Administrators." Research presented at the LACUSPA Conference, New Orleans, LA.

Whittington, A., Moulton, M., Moulton, P., Roach, S., & Griffin, F. (1998). "The Relationship Between Alcohol, Gender, Athletic Participation and Social Expectancies." Research presented at the Louisiana Association of Health, Physical Education, Recreation, and Dance Convention, Alexandria, LA.

Whittington, A., Moulton, P., Moulton, M., & Roach S. (1998). "Predictors of College Alcohol Use." Research presented at the 11th Annual Research Day at Northwestern State University, Natchitoches, LA.

Moulton, P., Moulton, M., & Roach, S. (1997). "Eating Disorder Symptomology and Approval Motivation." Research presented at the Louisiana Psychological Association, Baton Rouge, LA.

Moulton, M., Moulton, P., Roach, S. & Gallian, T. (1997). "A Comparison of Levels of Alcohol Use Among Male and Female College Athletes and Non-Athletes." Research presented at the Louisiana Association for Health, Physical Education, Recreation and Dance Convention, Lafayette, LA.

Roach, S. (1995). "Rules of the Exchange Process: A Qualitative Investigation." Research presented at the 8th Annual Northwestern State University Research Day, Natchitoches, LA.

Roach, S. (1993). "Examining the Instructional Style and Individual Differences in Marketing Faculty Members." Research presented at the 6th Annual Northwestern State University Research Day, Natchitoches, LA.

Other Presentations:

Roach, S. (2009). "Data-Driven Management." Presented at the KBR Electrical Leadership Conference, Balad, Iraq.

Roach, S. (2009). "Processes and Data Analysis." Presented at the KBR Electrical Leadership Conference, Balad, Iraq.

Roach, S. (2009). "The Quality Control Plan, Revision 6." Presented at the annual KBR Quality Conference, Balad, Iraq.

Roach, S. (2008). "A Four-Step Model of Service Quality and its Implications for Project Management." Presented at the March quarterly KBR Project Manager's Conference, Balad, Iraq.

Roach, S. (2008). "Development of an Assigned Stockage List and Its Effect on Inventory Management." Presented at the March quarterly KBR Project Manager's Conference, Balad, Iraq.

Supervised Doctoral Internship:

Hall, Tom (1996/7). Internship for Doctorate of Educational Technology
Doctorate. Supervising Professor

Masters Thesis Committee:

Broadway, Beverly (2007). "Adult Children of Workaholics and Parental Attachment."

Johnson, Kerry (2007). "Optimism as a Predisposing Factor of Academic Achievement."

Clark, Chelsea (2007). "Effects of Graphic Advertising and College Students' Use of Substances."

Louisiana Scholars' College Thesis Committee:

Stacie Nicole Cosby, (2004). "An Examination of the Effect of the Motion Picture Incentive Act on Film Production in Louisiana and the Shortfalls Encountered Due to the Elevated Price Emphasis."

Asian University Research Projects:

Poopanyai, Chutamas, (2011). "A Study of Corporate Social Responsibility Reputations: Do They Matter in Recruiting Employees?"

Tintabura, Soraya, (2011). "Employee satisfaction towards fringe benefits; bonus and holiday pay in Laemchabang, Chonburi."

Honors Thesis Committee:

Margaret Cortez, (2004). "College relationships: The influence of parental attachment on interpersonal relationships." Successfully defended thesis on April 1, 2004.

Brian Wilkes, (2004). "If you're happy and you know it, why?" Successfully defended thesis on March 30, 2004.

- 1999 Conducted needs assessment for the Natchitoches Parish Tourist Commission
- 1995-9 Developed four submissions to the Louisiana Municipal Association Community Achievement Award. The submission placed 1st four consecutive years and 2nd place once over the five years.
- 1995-6 Conducted qualitative SWOT research for the Natchitoches Parish Tourist Commission.
- 1994 Developed a marketing plan, part of a successful grant application for an Industrial Park & improvements for the City of Natchitoches.
- 1994 Developed a marketing plan for St. Mary's K-12 School.
- 1994 Conducted a facility usage study; part of a successful effort for State funding of a Convention Center in the City of Natchitoches.
- 1991 Developed the marketing plan for the International Trade Council of the City of Baton Rouge, Louisiana, for 1992.

UNIVERSITY SERVICE

College of Business

- 2004 Chair, successful AACSB Accreditation Committee for the College of Business
- 2003-5 College of Business Member, successful SACS Accreditation Committee for Northwestern State University
- 2003 Published an article in *Business Week* that highlighted the College of Business and in particular the CIS program
- 2003 Developed promotional materials for Five Business Degree Programs for the Northwestern Admissions and Recruiting Office.
- 1996 - 2005 Coordinator of Business Programs for the College of Business
- 2002-3 Faculty Senator for the College of Business
- 2002 AACSB Continuous Improvement Symposium Delegate for the College of Business at Northwestern State University.
- 2002-4 Chaired College of Business Merit Committee

- 2002 Northwestern State University, Department of Journalism
Accreditation Team Member
- 1996, 2006 Chair, Fiscal Integrity Sub-Committee, Successful NSU NCAA
Accreditation process
- 1997 Developed the Action Team Orientation and Procedures Manual for
use in the University strategic planning process
- 1996-7 Marketing Consultant for the Northwestern State University
Basketball program
- 1995-7 Marketing Consultant to the Space Science Group of the College of
Science and Technology, Northwestern State University
- 1996 Delegate, Symposium on the Marketing of Higher Education,
American Marketing for Northwestern State University.
- 1995 College of Business Marketing Representative to Northwestern
State University Athletic Recruiting
- 1996, 2006 SACS Self-Study Committee Member
- 1995 Member, Steering Committee for the NSU Athletic Scholarship
Auction.
- 1993 Marketing Consultant Northwestern State University evaluating a
planned joint venture with Advanced Learning
- 1988 Member, University Values and Direction Committee.
- 1988 Commissioner, Cane River Waterway, appointed by Governor
Edwin Edwards
- 1987 Member, Special Committee to the Governor to determine how to
reduce deficits in the State retirement systems.

NORTHWESTERN STATE UNIVERSITY

Natchitoches



Louisiana

Be it known that

Scott Shaw Roach

having successfully completed the curriculum prescribed by the Faculty and the State Board of Education of Louisiana and having complied with all other requirements of the University is hereby granted the Degree of

Bachelor of Science

and is entitled to all the rights and privileges appertaining thereto. In testimony whereof, the State Board of Education, on recommendation of the Faculty, has granted this **Diploma** bearing the seal of the University.

Done on this nineteenth day of December, one thousand nine hundred and seventy-five.

GRADUATE RECORD - NW / WESTERN STATE UNIVERSITY OF LOUISIANA / NATCHITOCHES, LA. SIS-853

Name Roach Scott Shaw Sex M Date Entered Graduate School 6-3-82 S. S. No. 437-70-0071
(Last) (First) (Middle)

Address Rt. 5, Box 261, Natchitoches, Louisiana 71457 Parish or County Natchitoches Citizen of What Country U.S.

Place of Birth Oakland, Louisiana Date 6-7-54 High School Natchitoches Central Town and State Natchitoches Date of Graduation 12/77

Previous Degrees:
Degree Bachelor of Science Institution Northwestern State University Town and State Natchitoches, Louisiana Year 1975

Degree _____ Institution _____ Town and State _____ Year _____

Degree _____ Institution _____ Town and State _____ Year _____

Graduate Degrees Granted by Northwestern State University: Degree _____ Institution _____ Town and State _____ Year _____

Degree _____ Major _____ Date _____

Degree _____ Major _____ Date _____

Degree _____ Major _____ Date _____

Title of master's thesis _____ Date _____

Title of dissertation _____

*Undergraduate Credit - #Doctoral Professor - ND Non-Degree Graduate Credit - NR Non-Residence Graduate Credit

Dept.	Cat. No.	TITLE OF COURSE	Sem. Hrs. Par.	Sem. Hrs. Earn.	Gr.	Pts.	Total Hrs.	Pts.	Dept.	Cat. No.	TITLE OF COURSE	Sem. Hrs. Par.	Sem. Hrs. Earn.	Gr.	Pts.	Total Hrs.	Pts.
437700071		SU-1982 BUSINESS ADMINISTRATION															
ACCT	502	ACCT POLICIES BUS	3	3	A	12	#										
		SEMESTER QPA 4.00	3	3		12											
437700071		FA-1982 BUSINESS ADMINISTRATION															
BUAD	419	SM BUS ENTREPRENEUR	3	3	A	12	#										
BUAD	503	BUS RESEARCH METHODS	3	3	A	12	#										
		SEMESTER QPA 4.20	6	6		24											
437700071		SP-1983 BUSINESS ADMINISTRATION															
HGT	540	SEN MGT & ORG BEHAV	3	3	B	9	#										
HGT	550	QUANTITATIVE METHODS	3	3	C	6	#										
		SEMESTER QPA 2.50	6	6		15											
		NSU QPA 3.40	15	15		51											
		CUMULATIVE QPA 3.40	15	15		51											

SCANNED

JUN 10 2014

Name Scott Shaw Roach

NORTHWE

STATE UNIVERSITY OF LOUISIANA, NATCHIT

CHES, LA.

S. S. No. 437-70-0071

*Undergraduate Credit — #Doctoral Professor — ND Non-Degree Graduate Credit — NR Non-Residence Graduate Credit

UNDERGRADUATE RECORD Yes

Dept.	Cat. No.	TITLE OF COURSE	Sem. Hrs. Fur.	Sem. Hrs. Earn.	Gr.	Pls.	Total	
							Hrs.	Pls.

Dept.	Cat. No.	TITLE OF COURSE	Sem. Hrs. Fur.	Sem. Hrs. Earn.	Gr.	Pls.	Total	
							Hrs.	Pls.

Hr NSU Res. Dept 3-9-94 BP
1 hr LSU Grad. SC 2/27/89 DC
6 hr SEIF 12/6/89 DS

JUN 10 2014

Name Scott Shaw Roach Sex M

Address Route 2, Box 50, Natchitoches

State Louisiana Parish Natchitoches

Date of Birth 6/7/1954 Place California

Church Affiliation Methodist

Father or Guardian Robert M. Roach

Address of Father or Guardian Same as above

Date of Matriculation February 4, 1972

Curriculum Bus Admin

How Admitted High School Certificate

High School Natch. Central Address

Date of Graduation 1/19/1972 Natchitoches, La.

Eng.	Civ.	A. Math.	Math.	Geog.	Alg.	Geom.	Trig.
3	1	1			2	1	
Arth.	G. Sci.	Med.	Phys.	Chem.	F. Lang.	M. Ed.	Agri.
3	1	1		1			
L.A.	Typ.	H. Resp.	Steno.	Spch.	Inter.	P.E.	Dr. Ed.
	1 1/2	1/2		1/2	2	3 1/2	1/2

Other 1

Total 21 Rank in Class

No. of Hours for Degree 122

Degree BACHELOR OF SCIENCE

School BUSINESS

Date Degree Conferred: DECEMBER 19, 1975

Major BUSINESS ADMINISTRATION Hrs. 33

MAJOR: ECONOMICS: Pts. 57 Hrs. 27

MAJOR: PSYCHOLOGY: Hrs. 31 Pts. 70

Par. 134

Total Sem. Hrs. 134 Total Grad. Pts. 322

Rank 207 In Class of 256

Remarks

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA, NATCHITOCHES, LOUISIANA

Sec. Security No. 437-70-0071

Dept.	Cal. No.	Title of Course	Sec. Hrs. Par.	Sem. Hrs. Earn.	Gr.	Pts.	Total Hrs. Earn.	Total Pts.
CREDIT BY SUBJECT EXAMINATION:								
QA	101	Basic Typewriting		2 2	C	4		
Total - 2 Semester Hours - 2/9/1972 - W.F.L.								
437700071		SPRING - 1972						
ENG	101	COMP & RHETORIC I		3 3	C	4		
MATH	113	ALG & QUAN TEC BUS I		3 3	C	4		
OFAD	101	BASIC TYPENRITING						
OR	101	ORIENTATION		1 1	C	2		
PSY	101	GEN PSYCHOLOGY		3 3	C	4		
SST	102	INTRO SOCIAL STUD						
		SEMESTER Q.P.A.	2.00	10 10		20		
		TOTAL NSC QPA	2.00	12 12		24		
		CUMULATIVE QPA	2.00	12 12		24		
437700071		FALL - 1972						
CSCI	201	SCIENTIFIC PROB						
ENG	102	COMP & RHETORIC II		3 3	D	3		
MATH	113	ALG & QUAN TEC BUS II		3 3	C	4		
OFAD	210	BUSINESS MACHINES		2 2	B	4		
PE	029	N.S.I. COURSE						
PSY	445	ABNORMAL PSYCHOLOGY		3 3	C	4		
SPCH	101	FUND. OF SPEECH		3 3	B	9	24	54
		SEMESTER Q.P.A.	2.14	14 14		30		
437700071		SPRING - 1973						
ACCT	205	ELEM ACCOUNTING		3 3	C	6		
CSCI	102	PRINC. DIGITAL CPTRS.		3 3	B	9		
ECO	201	PRIN. ECO MICRO		3 3	C	4		
PSY	202	COMPARATIVE PSY		3 3	C	4		
PSY	447	PERSONALITY DYNAMICS		3 3	C	4		
		SEMESTER Q.P.A.	2.20	15 15		33		
437700071		FA-1973 BUSINESS ADM.						
ACCT	106	ELEM ACCOUNTING II		3 3	D	3		
ECO	202	PRIN. ECO MACRO		3 3	C	4		
MED	102	PERS HLTH & SAFETY		3 3	B	9		
PSY	206	PSY GRP & MASS BEHAV		3 3	C	4		
PSY	245	PERSONAL ADJ & DEVELOP.		3 3	A	12		
PSY	440	STAT PSYCH & EDUC		3 3	B	9		
		SEMESTER Q.P.A.	2.50	18 18		45		
		TOTAL NSU QPA	2.23	59 59		32		
		CUMULATIVE QPA	2.23	59 59		32		
437700071		SP-1974 BUSINESS ADM						
BUAD	213	BUS STATISTICS II		3 3	B	9		
SOC	101	PRIN OF SOCIOLOGY		3 3	B	9		
ACCT	306	INCOME TAXES						
ECO	330	MACROECONOMIC ANALYS		3 3	C	4		
ECO	409	HIST ECON THOUGHT		3 3	C	4		
MKT	323	PRINC OF MARKETING		3 3	B	9		
PSY	441	PSY. TESTS & MEAS		3 3	C	4	77	177
		SEMESTER Q.P.A.	2.50	18 18		45		
437700071		SU-1974 BUSINESS ADM						
ACCT	301	MANAGERIAL ACCT		3 3	B	9		
MGT	322	ORGANIZATION & MANAG		3 3	B	9		
OFAD	320	BUSINESS COMMUN I		3 3	C	4		
PE	025	SKIN & SCUBA DIVING		2 2	B	4	88	207
		SEMESTER Q.P.A.	2.72	11 11		30		
437700071		FA-1974 BUSINESS ADM						
ECO	313	LABOR ECONOMICS		3 3	B	9		
FIN	411	BUSINESS FINANCE		3 3	B	9		
MGT	350	MGT SCI TECHNIQUES		3 3	C	4		
MKT	435	RETAIL MGT PROBLEMS		3 3	C	4		
PHYS	111	BASIC CONCEPT PHYS		3 3	A	12		
PSY	443	EXPERIMENTAL PSY		3 3	D	3		
PSY	443L	EXP PSY LABORATORY		1 1	D	1	197	255
		SEMESTER Q.P.A.	2.42	19 19		46		
437700071		SP-1975 BUSINESS ADM						
ACCT	106	ELEM ACCOUNTING II						
BUAD	325	BUSINESS LAR I		3 3	C	6		
ECO	400	COLLECTIVE BARGAIN		3 3	C	6		
PHYS	112	ASTRONOMY		3 3	B	9		
PSY	448	SYSTEMS PSYCHOLOGY		3 3	B	9		
SPCH	210	PARLIAMENTARY PROCED		3 3	A	12		
		SEMESTER Q.P.A.	2.80	15 15		42	127	295
437700071		FA-1975 BUSINESS ADMINISTRATION						
ECO	320	INTERMED PRICE THED		3 3	C	6		
ECO	412	PROB ECON DEVELOP		3 3	C	6		
ENG	206	MAJOR AMER WRITERS		3 3	B	9		
OFAD	321	BUS COMMUNICATION II		3 3	C	4		
SOC	405	PRE FOR MARR-FAM LIF						
		SEMESTER Q.P.A.	2.25	12 12		27		
		TOTAL NSU QPA	2.40	134 134		322		
		CUMULATIVE QPA	2.40	134 134		322		

MICROFILMED

Name Scott Shaw Roach

9/75-Authorized to waive B.A. 212.
R.B.: D.T.

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA, NATCHITOCHES, LOUISIANA GRADUATE RECORD No. 437-70-0071

Dept.	Cat. No.	Title of Course	Sem. Hrs. Recd.	Sem. Hrs. Earned	Gr.	Ftn.	Total		Dept.	Cat. No.	Title of Course	Sem. Hrs. Recd.	Sem. Hrs. Earned	Gr.	Ftn.	Total	
							Min.	Max.								Min.	Max.

Mr. NSU Bldg Dept 3-9-94 BP
141 USUGED SC 912718ADP
64 SCIF 14/88 26
1 to 501P 4129/88 105
1 to 46 Tech 1/17/80 3288 PM
1 to 46 Tech 1/17/80 3288 PM
1 to 46 Tech 1/17/80 3288 PM

SCANNED

JUN 10 2014

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA

Natchitoches, Louisiana 71497

OFFICIAL TRANSCRIPT

SSN: 437700071

Date Issued: 11-JUN-2014

Record of: Scott S. Roach
Current Name: Scott S. Roach
Issued To: Scott Roach
3050 Walden PL.
Mandeville, LA 70448

Page: 1

Course Level: Graduate
High School: Natchitoches Central High 01-MAY-1972

Current Program
No Degree
Program: General Graduate NDP
College: Graduate Studies
Major: General Graduate

Degree Awarded: Master of Business Admin 31-JUL-1987
Primary Degree

Program: Business Administration, MBA
College: Graduate Studies
Major: Business Administration

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
----------	--------------	----------	-------

TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

Fall 1985 Univ of Louisiana At Monroe
REG 1199 LOWER LEVEL ELECTIVE 3.00 A
Enrs: 3.00 GPA-Hrs: 3.00 Qpts: 12.00 GPA: 4.00

PRE-SYSTEM INSTITUTION SUMMARY HOURS
Enrs: 15.00 GPA-Hrs: 15.00 Qpts: 51.00 GPA: 3.40

INSTITUTION CREDIT:

Term: Fall 1985
General Graduate
FIN 5040 SEMINAR IN FINANCE 3.00 B 9.00
Term: Enrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.00 GPA: 3.00
Good Standing

Term: Spring 1986
General Graduate
MKIG 5070 AD PROB POLICI MKT 3.00 B 9.00
Term: Enrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.00 GPA: 3.00
Good Standing

***** CONTINUED ON NEXT COLUMN *****

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Institution Information continued:

Term: Fall 1986
Business Administration
JOUR 4180 PUBLIC RELATIONS SEM 3.00 A 12.00
Term: Enrs: 3.00 GPA-Hrs: 3.00 Qpts: 12.00 GPA: 4.00
Good Standing

Term: Spring 1987
Business Administration
BUAD 5950 RESEARCH PROB IN BUS 6.00 A 24.00
Term: Enrs: 6.00 GPA-Hrs: 6.00 Qpts: 24.00 GPA: 4.00
Good Standing

Term: Summer 1987
Business Administration
EDUC 0005 GRADUATION ONLY GRADUATE 0.00 NG 0.00
Term: Enrs: 0.00 GPA-Hrs: 0.00 Qpts: 0.00 GPA: 0.00
Good Standing
Last Standing: Good Standing

***** TRANSCRIPT TOTALS *****				
	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	30.00	30.00	105.00	3.50
TOTAL TRANSFER	3.00	3.00	12.00	4.00
OVERALL	33.00	33.00	117.00	3.55

***** END OF TRANSCRIPT *****

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Lillie Draper Bell
UNIVERSITY REGISTRAR
Lillie Draper Bell UNIVERSITY REGISTRAR

NORTHWESTERN STATE UNIVERSITY OF LOUISIANA

Natchitoches, Louisiana 71497

OFFICIAL TRANSCRIPT

SSN: 437700071

Date Issued: 11-JUN-2014

Page: 1

Record of: Scott S. Roach
Current Name: Scott S. Roach
Issued To: Scott Roach
3050 Walden Pl.
Mandeville, LA 70448

Course Level: Undergraduate
High School: Natchitoches Central High 01-MAY-1972

SUBJ. NO.	COURSE TITLE	CRED GRD.	PTS. E.
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INSTITUTION CREDIT:

Term: Fall 1985
General Graduate
MKTG 4370 CONSUMER BEHAVIOR 3.00 A 12.00
Term: Ehrs: 3.00 GPA Hrs: 3.00 Cpts: 12.00 GPA: 4.00
Good Standing

Term: Fall 1988
General Graduate
MATH 2010 SURVEY OF CALCULUS 3.00 F 0.00
Term: Ehrs: 0.00 GPA Hrs: 3.00 Cpts: 0.00 GPA: 0.00
Good Standing

***** TRANSCRIPT TOTALS *****				
	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	3.00	6.00	12.00	2.00
TOTAL TRANSFER	0.00	0.00	0.00	0.00
OVERALL	3.00	6.00	12.00	2.00

***** END OF TRANSCRIPT *****

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Lillie Shavers Bell
UNIVERSITY REGISTRAR
1000 FROM Bldg. UNIVERSITY REGISTRAR

Louisiana State University

and

Agricultural and Mechanical College

On the Nomination of the Faculty of the
Graduate School

has conferred upon

Scott S. Roach

the degree of

Doctor of Philosophy

with all the Honors, Rights and Privileges to that degree appertaining.
In testimony Whereof, the seal of the University and the signatures as authorized by the
Board of Supervisors are hereunto affixed. Given at Baton Rouge, Louisiana
on the first day of August in the year nineteen hundred and ninety-six.

R. Bate Chretien
Chairman of the Board of Supervisors

J. H. Lumbard
President



Richard V. Hunt
Chancellor

[Signature]
Dean

SSN: 4377009721

Record of: Scott S. Roach
 Parent Name: Scott S. Roach
 Issued To: Scott Roach
 3050 Walden PL.
 Mandeville, LA 70448

Date Issued: 11 JUN-2017

Page: 1

Course Level: Graduate
 High School: Natchitoches Central High -MAY-1972

Current Program
 No degree

Program: General Graduate NDG
 College: Graduate Studies
 Major: General Graduate

Degree Awarded: Master of Business Admin -JUL-1987
 Primary Degree

Program: Business Administration, MBA
 College: Graduate Studies
 Major: Business Administration

SUBJ. NO.

COURSE TITLE

CRED. GRD

PTS. R

TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

Fall 1983

Univ. of Louisiana at Monroe

REG. 1190

LOWER LEVEL ELECTIVE

Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 12.00 GPA: 4.00

PRE-SYSTEM INSTITUTION SUMMARY HOURS

Ehrs: 15.00 GPA-Hrs: 15.00 Qpts: 51.00 GPA: 3.40

INSTITUTION CREDIT:

Term: Fall 1985

General Graduate

FIN 5048

SEMINAR IN FINANCE

Term: Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 3.00 B 9.00

Good Standing

Term: Spring 1986

General Graduate

MKTG 5070

AD. PROB. POLICY MKT

Term: Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 3.00 B 9.00

Good Standing

CONTINUED ON NEXT COLUMN *****

SUBJ. NO.

COURSE TITLE

CRED. GRD

PTS. R

Institution Information continued:

Term:

Fall 1986

Business Administration

JOUR 4180

PUBLIC RELATIONS SEM

Term: Ehrs: 3.00

GPA-Hrs: 3.00

Good Standing

Qpts: 12.00 GPA: 4.00

Term: Spring 1987

Business Administration

BUAD 5950

RESEARCH PROB IN BUS

Term: Ehrs: 6.00

GPA-Hrs: 6.00

Good Standing

Qpts: 24.00 GPA: 4.00

Term: Summer 1987

Business Administration

EDUC 0005

GRADUATION ONLY GRADUATE

Term: Ehrs: 0.00

GPA-Hrs: 0.00

Good Standing

Qpts: 0.00 GPA: 0.00

Fast Standing

Good Standing

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TRANSCRIPT TOTALS *****

TOTAL INSTITUTION

Earned Hrs

GPA Hrs

Points

GPA

30.00

30.00

105.00

3.50

TOTAL TRANSFER

1.00

3.00

12.00

4.00

OVERALL

33.00

33.00

117.00

3.55

END OF TRANSCRIPT *****



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 UNIVERSITY SEAL IN THE BACKGROUND AND DOES NOT REQUIRE A RAISED SEAL

Willie Darius Ball
 DIRECTOR OF RECORDS & COMMUNICATIONS

OFFICIAL TRANSCRIPT

SSN: 437700071

Record of: Scott S. Roach

Current Name: Scott S. Roach

Issued To: Scott Roach

13050 Walden PL.

Mandeville, LA 70448

Date Issued: 11-JUN-2014

Page: 1

Course Level: Undergraduate

High School: Natchitoches General High 03-MAY-1972

SUBJ. NO.

COURSE TITLE

CRED. CHG. P.T.

INSTITUTION CREDIT

Term: Fall 1985

General Graduate

MKTG 4370

CONSUMER BEHAVIOR

Term: Ehrs: 3.00 GPA-Hrs: 3.00 QPts:

3.00 F 12.00

Good Standing

12.00 GPA 42.00

Term: Fall 1988

General Graduate

MATH 2010

SURVEY OF CALCULUS

Term: Ehrs: 0.00 GPA-Hrs: 1.00 QPts:

3.00 F 0.00

Good Standing

0.00 GPA 0.00

Last Standing: Good Standing

TRANSCRIPT TOTALS

	Ehrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	3.00	6.00	12.00	2.00
TOTAL TRANSFER	0.00	0.00	0.00	0.00
OVERALL	3.00	6.00	12.00	2.00

END OF TRANSCRIPT

RAISED SEAL NOT REQUIRED

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Lilla Marie Ball

Mr. Sutatt Ramasoot

rsutatt@gmail.com
Tel 0850640880
159/5 Soi Sathorn 7
Thungmahamek, Sathorn, Bangkok 10120



Marital Status : Married with 3 children

Date of birth : November 29, 1955

Nationality : Thai

Contact : Please refer to my address, mobile phone number and e-mail address above.

MISSION STATEMENT

As an experienced banker and trainer from my previous careers, I am confident that I would be able to contribute and share my knowledge to be a member of your faculty.

CURRENTLY

I AM A PART-TIME LECTURER AT THE GRADUATE SCHOOL OF THE STAMFORD INTERNATIONAL UNIVERSITY

PREVIOUS EMPLOYMENTS

Executive Vice President

Thai Danu Bank Plc Co. Ltd (Currently Thai Military Bank)
Bangkok, Thailand

Supervise 3 major departments which are Corporate lending, Operations and Training.

Executive Vice President

Bangkok Bank of Commerce Plc Co. Ltd
Bangkok, Thailand

Supervise various departments which are Training centre, Corporate lending, International department, and Credit card and Treasury department.

Vice President

Citibank N.A. Bangkok
Thailand

Last position is Senior Branch Operations Officer overlooking and supervising overall banking activities of the branch and providing the required reports to the Bank's Head office in New York, U.S.A.

Other assignment which is needed to be highlighted here is my position being Chief of Staff to the country manager. This position was very crucial for the bank at that time as it was meant to monitor and establish the training and career plans for all the staffs at the executive level to ensure that they could be developed to be the good assets to the bank. Therefore I had to be very active and precise in the bank's training programs both locally and internationally.

TRAINING EXPERIENCES

- Operations in Banking- Manila.
- Foreign Exchange Trading Skill –Manila.
- Corporate Lending-Manila.
- Training to be Trainer-Manila.
- Negotiation and Assertion Skill-Bangkok.
- Risk Management-Hong Kong.
- Presentation and Public Speaking skill-Manila.
- Automation and Software Implementation in Banking- 4 month intensive training in Hong Kong.
- In-House advisor to Citibank Penang for 6 months to develop business plan for the branch.
- Advance credit risk management for Financial Institution-New York.
- Being selected as the first Thai Bankers to participate in Senior Banker training organized by Thai Banker Association.

Teaching Experiences

- Actively involved in In-House training in training center of Thai Danu Bank and Bangkok Bank of Commerce, including perform class lecture to bank staffs.
- Special lecturer to the mini-MBA classes at Chulalongkorn University and Thammasart University.
- Special lecturer to the class of Thai Bankers Association.

EDUCATION

High School : Vajiravudh College

College : BA.in Accounting- Faculty of Accountancy and Commerce
Chulalongkorn University

: MBA. In Finance and Marketing
University of Massachusetts, Lowell, U.S.A



จุฬาลงกรณ์มหาวิทยาลัย
โดยอนุเมตีสภามหาวิทยาลัย ให้ปริญาบัตรฉบับนี้ไว้แก่

นายสฤษดิ์ รามสูต

เพื่อแสดงความรู้ สอบไล่ได้ตามหลักสูตร

บัญชีบัณฑิต

มีศักดิ์ และสิทธิ แห่งปริญยานี้ทุกประการ

ตั้งแต่วันที่

๙

เดือน

พฤษภาคม

พุทธศักราช

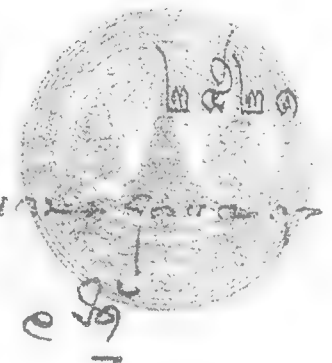
๒๕๒๑

นายภักดิ์ รามสูต

อธิการบดี

คณบดี / วิมล วัฒนศิริ

เลขาธิการ





CHULALONGKORN UNIVERSITY



FACULTY OF COMMERCE AND ACCOUNTANCY
Bangkok, Thailand

Name นาย สุทัต รามสูต (in Thai)
Mr. SUTATT RAMASOOT (in English)

Registration No. 17176

Address 31/1 Soi Watkrachubphinit, Taksin Rd.

Bangkok 6, Thailand.

Date of Birth November 29, 1955.

Place of Birth Thailand

Nationality Thai Religion Buddhism

Previous Certificate Date and Institution

High School Certificate 1973.

Date of Admission June 1974.

Date of Leaving April 1978.

Major Minor

Field of Specialization Costing

Date of Graduation April 4, 1978.

Degree Bachelor of Accountancy

Distinction -

Ranking - in a class of -

Conduct Good

Dean Professor Taowal Nandabhiwat

Certified True Copy

Registrar Mrs. Krongkeo Yoosooka

Date Issued JUN 1

Not Valid without Embossed Seal

ACADEMIC RECORD

Grade Point Equivalence:

A	=	Excellent	=	4 points
B	=	Good	=	3 points
C	=	Fair	=	2 points
D	=	Poor	=	1 point
F	=	Failure	=	0 point

Remarks:

W	=	Withdrawn with Permission	U	=	Unsatisfactory
I	=	Incomplete	P	=	In Progress
V	=	Visitor	X	=	No Report
S	=	Satisfactory			

At the end of each semester results are semester and also accumulated to date

credits attempted	credits passed	grade point
-------------------	----------------	-------------

A Cumulative Grade Point Average of "for Graduation.

Distinction:

First Class Honours	GPA h
Second Class Honours	GPA h

Course No.	Course Title	Sem. Credits	Grade	Course No.	Course Title		
17176 FIRST SEMESTER 1974				17176 FIRST SEMESTER 1974			
AC 111	PRINCIPLES OF ACC. INTRO.	3	C	200-155	INTRO TO LOGIC		
BF 172	MACRO-ECONOMICS	3	C	200-212	WRITTEN ENG (COMPO I)		
CA 111	TECHNICAL ENGLISH	1	C	200-214	ENG COMPRE (INTER)		
CA 113	ENGLISH READING COMPRE. I	1	B	200-216	ENG AURAL COMPRE I		
CA 115	ENGLISH ORAL I	1	B	200-231	INTRO TO LEGAL SYSTEM		
CA 151	PSYCHOLOGY	2	B	211-211	PRIN OF ACC-INTER I		
CA 161	BIOLOGICAL SCIENCE	2	C	213-200	CALCULUS		
CO 111	INTRO. TO BUSINESS	2	B	214-271	BUSINESS ECONOMICS		
ST 160	MATHEMATICS I	3	B				
18	18	45	2.50	17	17	30	2.42
18	18	45	2.50	51	51	123	2.49
17176 SECOND SEMESTER 1974				17176 SECOND SEMESTER 1974			
AC 112	PRIN. OF ACC.-INTRO. II	3	C	200-153	INTRO TO HUMANITIES		
BF 171	MACRO-ECONOMICS	3	C	200-213	WRITTEN ENG (COMPO. II)		
CA 112	WRITTEN ENG (STRUCTURE)	1	B	200-215	ENG READING COMPRE (AC		
CA 114	ENG READING COMPRE II	1	B	200-217	ENG AURAL COMPRE II		
CA 116	ENGLISH ORAL II	1	B	200-272	ECON HISTORY		
CA 152	SOCIOLOGY	2	A	200-273	ECON GEOGRAPHY		
CA 162	SURVEY OF PHYSICAL SCIENCE	2	C	211-212	PRIN OF ACC-INTER II		
ST 161	MATHEMATICS II	3	C	213-210	INTRO TO STATISTICS		
26	26	39	2.44	16	16	39	2.44
34	34	84	2.47	67	67	162	2.42

Name Mr. SUTATT RAMASOOT

ACADEMIC RECORD

(in English)

มหาวิทยาลัยสุโขทัย

(in Thai)

Reg. No.

Course No.	Course Title	Sem. Credits	Grade	Course No.	Course Title	Sem. Credits	Grade	Course No.	Course Title
17176	SUMMER 1975			17176	SECOND SEMESTER 1977				
212-311	BUSINESS ADMINISTRATION	3	B	210-431	TAXATION	2	A		
3	3	9	3.00	210-433	LAWS OF BILLS OF EXCH.	2	B		
70	70	171	2.44	211-421	ADVANCED ACCOUNTING	4	C		
				211-473	GOVERNMENT ACC	2	B		
17176	FIRST SEMESTER 1976			212-373	FOOD & BEVERAGE MGT	2	B		
210-332	LAWS OF PARTNERSHIP & CO	2	C						
210-312	WRIT ENG (CORRESPONDENCE)	1	C	12	12	34	2.83		
210-314	ENG DISCUSSION	1	B						
211-331	MANAGERIAL ACC	4	B	130	130	308	2.37		PASS
211-371	ACCOUNTING SYSTEMS	3	C						
213-330	BUSINESS STAT	3	D						
214-361	BUSINESS FINANCE	3	C						
17	17	36	2.12						
87	87	207	2.38						
17176	SECOND SEMESTER 1976								
210-315	ENG DISCUSSION	1	A						
210-331	GOVERNMENT REVENUE	2	D						
210-333	INDUSTRIAL LAW	2	B						
210-313	PRECIS	1	A						
211-332	BUDGETING	2	C						
211-361	AUDITING	3	C						
211-381	INDUSTRIAL ORGANIZATION	2	B						
212-452	QUAN METH. FOR BUS DEC	3	C						
16	16	38	2.38						
103	103	246	2.38						
17176	FIRST SEMESTER 1977								
210-432	LAW OF SPECIFIC CONTRACTS	2	B						
211-431	COST ACCOUNTING	4	C						
211-471	CONTROLLERSHIP	3	C						
212-341	PRODUCTION	3	D						
213-270	INTRO TO COMPUTER	3	C						
15	15	29	1.93						
119	118	274	2.32						

*The Commonwealth of Massachusetts
The Trustees and the Faculty of*

University of Lowell

hereby confer upon

Sutatt Ramasoot

the degree of

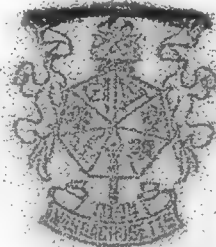
Master of Business Administration

*with all the rights and privileges thereto appertaining. This evidence of attainment of
suitable proficiency in the general and special studies required by the curriculum in*

Business Administration

*is given at Lowell, Massachusetts, this 24th day of May
in the Year of Our Lord One Thousand Nine Hundred and eighty.*

Joseph Quin
Chairman, Board of Trustees



John B. Duff
President

(21)
Asst. Prof. Dr. William P. Wall
5/428 Soi 27 Moo Baan Chiayapruk
Watchraphol Road, Bang Khen
Bangkok, Thailand 10900
Phone: 080-047-0003
Email: ttwwall@hotmail.com

EXPERIENCE

June 2010-May 2014

Lecturer and Graduate Advisor

Shinawatra International University, Bangkok, Thailand

- Lecturer in International Business Communication, Strategic Business Management and Cross-Cultural Organizational Behavior
- Graduate school advisor for students in the Graduate School of Management

May 2009-present

Manager, International Business Development / Contract Agreement Thai Polycons Public Company Limited, Bangkok, Thailand

- Development of new business with International clients
- Structuring joint ventures, strategic alliances, partnerships
- Document and Contract Review
- Support and consult with Managing Director on International issues relative to business operation
- Coordinate correspondence between company and Multi-national clients
- Advise on International Marketing and Administration

June 2003- present

International Advisor

Civil Tech Design and Consultants Co., Ltd., Bangkok, Thailand

- Document and Contract Review
- Support and consult with Principle on International issues relative to business operation
- Coordinate correspondence between company and clients
- Advise on International Marketing and Administration

July 2003- April 2009

**International Advisor, Sirindhorn International Thai-German
Graduate School of Engineering TGGS;**

**Associate Editor, Asian International Journal of Science Engineering;
King Mongkut's University of Technology North Bangkok**

2002-2008

**Senior Coordinator of International Affairs;
Editor, KMUTNB International News;
King Mongkut's University of Technology North Bangkok**

- 1998-2002 **Associate Director / Senior Project Manager**
Turner Design, Inc., New York City
- 1993-1998 **Owner / Head of Sales and Marketing**
The Cutting Edge, Inc., New York City and Orlando, Florida
- 1991-1992 **Regional Sales Manager**
Envision Design Centers, Inc., New York City and San Francisco, California
- 1981-1991 **President/ Owner**
Waterchase Corporation, New York City
- 1976-1981 **Stockbroker / Financial Consultant,**
American Express Corporation, 14 Wall Street, New York City

EDUCATION

- **Shinawatra International University,**
Graduate School of Business Management - Bangkok, Thailand
Doctor of Philosophy in International Business Management - October 2009
- **King Mongkut's University of Technology North Bangkok**
Bangkok, Thailand
Master of Arts in English for International Communication-February 2006
Major GPA: 3.85
- **International TESOL Training Center - Toronto, Canada**
Accredited English Teacher (TESOL) Certification - 2001
- **Eastern Connecticut State University - Connecticut, USA**
Bachelor of Arts in Biology-Premedical - 1976
Dean's List
- **Manchester Community College - Connecticut, USA**
Associate of Arts in Biology-Premedical - 1972

SKILLS

- Microsoft Office/ Windows 7, Excel, Word, PageMaker, Vector Works, AutoCAD, Adobe Illustrator, Adobe Photoshop

PERSONAL

- Editorial Board of the International Journal of Data Science (IJDS) USA
- Reviewer, Emerald Emerging Markets Case Studies
- Lecturer at the following colleges/universities on Business Strategies:
 - Pratt Institute, School of Architecture, New York
 - The Tisch Graduate School, New York University, New York
 - Fashion Institute of Technology, New York
 - Yale University, School of Architecture, New Haven, CT
 - Bennington College, Summer Program, Bennington, VT
- Adjunct Lecturer:
 - Burapha University, Bang Saen, Thailand

- University of Thai Chamber of Commerce, Bangkok, Thailand and Yangon, Myanmar
- Chulalongkorn University, Department of Languages
- Government of Thailand, Department of Social Services
- Rajabhat University of Technology, Bangkok, Thailand
- Ramkhamhaeng University, Institute of International Studies

REFERENCES

- Upon request

PUBLICATIONS

International Book Chapter

- Wall, W. P. (2014). Software to Optimize Productivity and Efficiency. In J. Wang (Ed.), *Encyclopedia of Business Analytics and Optimization*. Hershey, PA: IGI Global
- Wall, W. P. (2011). Staying competitive in the political unrest and global financial crisis: Perspective of a Thai healthcare organization. In J. Wang (Ed.), *Information systems and new applications in the service sector: Models and methods* (pp. 336-347). Hershey, PA: IGI Global

International Journal with Impact

- Wall, W. P. (2013). Is cross-cultural management the key to success in global healthcare competition? Update. *International Journal of Business and Information*, 8(1).
- Wall, W. P. (2011). Is cross-cultural management the key to success in global healthcare competition? *International Journal of Business and Information*, 7(2).
- Wall, W. P. (2009). Developing global competitiveness in healthcare: A Thai healthcare organization's perspective. *International Journal of Information Systems in the Service Sector*, 1(4), 61-72.

International Journal

- Wall, W. P. & Walsh, J. C. (2011). Cross cultural management and communication in the global healthcare marketplace: Is Thai hospitality enough? *Indian Journal of Applied Linguistics* 37(2), 1-13.
- Wall, W. P. (2009). Needs analysis for effective professional communication in English speaking and listening proficiency: A case study for Thai university administrators. *Language Forum*, 35(1), 7-24.

International Conferences (Paper presentation and publication)

- Wall, W. P. & Sirichoti, A. (2013) Optimizing employee performance and productivity with custom it software, *The 2013 International Conference on Business and Information*. Bali, Indonesia: Shih Chien University, Department of Accounting Information, National Taichung University of Science and Technology, and Society for the Study of Emerging Markets, Taiwan, R.O.C.
- Wall, W. P. (2013) Benefits of custom software on business operations, *International conference on computing engineering and enterprise management (ICCEEM 2013)*. Langkwai, Malaysia: IFRD - International Foundation for Research and Development
- Wall, W. P. (2009) Developing global competitiveness in Thai business through more effective cross-cultural management – competitiveness in global healthcare: A Thai healthcare organization's perspective, *The second research symposium – business clusters: A source of innovation & knowledge for competitive advantage* (pp.1-12). University of Wollongong, Dubai, United Arab Emirates: Society for Global Business & Economic Development (SGBED).
- Wall, W. P. (2008). Needs analysis of more effective cross-cultural communication skills for engineers in a Thai small and medium enterprise. *International conference on business and management 2008 and second international colloquium on business and management*. Bangkok, Thailand: ICBME.
- Wall, W. P. (2008). Second language dynamics: Effective cross-cultural communication in a Thai small and medium enterprise. *The international conference on language in a global culture: Bridge or barrier?* (pp.20). Bangkok, Thailand: Ramkhampaeng University.

Pending Publications

- Wall, W. P. (late 2014). *Global competition: Ten things Thai business people should know*. Bangkok, Thailand: 21st Century Publishing.

Courses that I have taught:

- Strategic Management
- Strategic Management and Entrepreneurship
- Strategic Thinking in International Business
- Advanced Strategic Management
- Critical Thinking
- Global Business Management
- Global Competitive Advantage
- Cross-cultural Communication
- Business Communication
- Managerial Communication
- Organizational Behavior
- Organization and Management
- Diversity in Organizations
- Negotiation Basics
- Negotiation in International Business
- Global Marketing
- Business Ethics
- Business Modeling and Analysis
- Business English for Communication

KING MONGKUT'S INSTITUTE OF TECHNOLOGY NORTH BANGKOK
BANGKOK THAILAND
OFFICIAL TRANSCRIPT OF RECORDS
GRADUATE COLLEGE



RECORD NO 48-8048-005-0

DATE OF ADMISSION May 30, 2005

PREVIOUS DEGREE B.A.

DEGREE CONFERRED Master of Arts (English for International Communication)

NAME IN THAI

NAME WILLIAM P. WALL

DATE OF BIRTH October 11, 1947

DATE OF GRADUATION March 28, 2007

COURSE NO.	COURSE TITLES	CRD.	GRD.	COURSE NO.	COURSE TITLES	CRD.	GRD.
1 st SEMESTER 2005							
814401	Oral Skills for Academic English	3	A				
814404	Introduction to Communication Studies	3	A				
814405	Cross-cultural Communication	3	A				
2 nd SEMESTER 2005							
814402	Academic Reading and Writing	3	A				
814408	Statistics and Research Methodology for Communication Studies	3	B+				
814407	Project Presentation	3	A				
814450	Argumentation, Negotiation and Persuasion Techniques	3	A				
1 st SEMESTER 2006							
813464	English for the Import- Export Business	3	A				
814403	Writing for Business	3	A				
814410	Master Project	3	Ip				
814451	Conversational Analysis	3	B+				
814464	Interpersonal Communication	3	B				
2 nd SEMESTER 2006							
814408	Seminar in English for International Communication	3	A				
814410	Master Project	6	S				
	Comprehensive and Oral Examination	-	S				
Total Credits Earned		=	42.0				
Total Points		=	138.0				
Cumulative Grade Point Average		=	3.83				
COURSE REQUIREMENTS COMPLETED							

William P. Wall

A CUMULATIVE GRADE POINT AVERAGE OF 3.00 IS REQUIRED FOR GRADUATION.

DEAN

W. Mongkol

ISSUED ON April 27, 2007

REGISTRAR

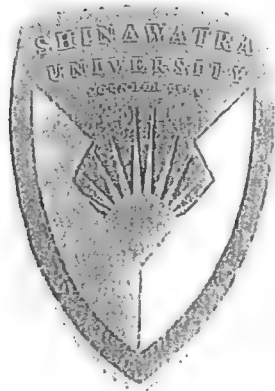
S. Sangob

(Mr. MONGKOL WANGSATHITWONG)

(Mr. SANGOB KONGKA)

NOT VALID WITHOUT SEAL

PAGE 1 OF 1



This is to certify that

William Philip Wall

*having completed all the courses and requirements
prescribed by the University, was awarded the degree of*

Doctor of Philosophy in Management Science

*by Shinawatra University Council
Authorized on this 22nd Day of April, 2010*

P. Ina

Chairman of the University Council

Kittaya

President

Sunand Wairat

Dean, School of Management

Dr. William Wall

SINAMATRA UNIVERSITY

99 Moo 10, Bangloey, Samkhok, Pathumthani 12160 THAILAND

Tel. +66 (0) 2599 0000 Fax. +66 (0) 2599 3351

E-mail: re@siu.ac.th Website: www.siu.ac.th

TRANSCRIPT OF RECORDS

Name Mr. William Phillip Wall
Program Doctor of Philosophy Program in Management Science
Degree PhD (Management Science)
Option -

Date of Admission May 24, 2007

Student ID 50402003-3

Nationality American

Birthdate October 11, 1947

Date of Graduation March 02, 2010

Page 1

Course No. Course Title CR Grade

Course No. Course Title CR Grade

TRANSFER CREDITS

DP514	Selected Topic (Conflict Resolution and Negotiation)	3	ACC
MC1002	Research Methods	3	ACC
MF1001	The Contexts of Business	3	ACC

CA: 9 CS: 9 GPA: - CAX: 9 CSX: 9 GPAX: -

2007, Semester 1

DP521	Special Study	3	S
DP632	Thesis	9	S
	English Proficiency	-	S

CA: 12 CS: 12 GPA: - CAX: 21 CSX: 21 GPAX: -

2007, Semester 2

DP632	Thesis	12	S
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CA: 12 CS: 12 GPA: - CAX: 33 CSX: 33 GPAX: -

2007, Semester 3

DP632	Thesis	6	S
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CA: 6 CS: 6 GPA: - CAX: 39 CSX: 39 GPAX: -

2008, Semester 1

DP632	Thesis	12	S
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CA: 12 CS: 12 GPA: - CAX: 51 CSX: 51 GPAX: -

2008, Semester 2

DP632	Thesis	9	S
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CA: 9 CS: 9 GPA: - CAX: 60 CSX: 60 GPAX: -

2009, Semester 1

Full Status Maintenance

CA: 0 CS: 0 GPA: - CAX: 60 CSX: 60 GPAX: -

2009, Semester 2

CA: 0 CS: 0 GPA: - CAX: 60 CSX: 60 GPAX: -

TRANSCRIPT CLOSED

English Proficiency

King Mongkut's Institute of Technology, North Bangkok (International Program), Thailand

Thesis Title

Developing Effective Cross-Culture Management in a Thai Healthcare Organization to Enhance Global Competitiveness

Dr. William Phillip Wall

CA : Credits Attempted

CS : Credits Satisfied

GPA : Grade Point Average

CAX : Cumulative Credits Attempted

CSX : Cumulative Credits Satisfied

GPAX : Cumulative Grade Point Average

CERTIFIED TRUE COPY

Date Issued : May 04, 2011

Pornpassara Kongthong

(Ms. Pornpassara Kongthong)

Registration Officer

Supachok Wiriyacosol

(Assoc. Prof. Dr. Supachok Wiriyacosol)

Provost

NOT VALID WITHOUT UNIVERSITY SEAL

CV



Name	:	Dr Henry Wong	Marital Status	: Married
Address	:	78 Lorong Ah Soo	Sex	: Male
		Singapore 536722	HP	: 96992771
Email	:	mchsin@yahoo.com.sg	Nationality	: Singaporean

Key Experiences

- 1 Independent, hands on, fast learner, team player and result oriented candidate. Strong interpersonal skills and adaptable - Able to work from bottom up and top down environment.
- 2 Built career and management style from operational foundation and a hands on approach to business. Experienced in complex operational and financial models to include inventory financing, Cold Chain, Food management, buyer consolidation, Merge in Transit, CY-CY solutions, Vendor managed inventory, kitting, supply chain optimization, inter and multi modal freight transportation solution (including reefers), reverse logistics, Just in time, just in sequence. In addition, significant experiences were also acquired in strategy development, M&A, Corporate advisory, PE fund management on deal origination, execution, corporate restructuring, management buyout in the Asia Pacific region.
- 3 Good track record in driving strategies, financial, operational performance, corporate trade acquisition activities, management buyout (MBO), leverage buyout (LBO), engagement with LP, PE fund and Sovereign Wealth Funds in M&A activities thorough Asia
- 4 Successfully managed customers with complex business relationship and operational requirements at country and regional level. HP, GM, P&G, Unilever, L'oreal, Mcdonalds, Burger King, Compass & Subway. On the M&A platform, I have also developed key relationship with leading fund managers to include Temasek, GIC, Helliconia, Brunei SWF, Blackstone, Olympus Capital, KV Asia, Creador, NDE Capital, KKR on projects around Asia.
- 5 Good track record in driving operational efficiencies via QIP (Quality Improvement Plan), CIP (continual improvement Program – productivity, safety, OHSAS, warehouse and fleet utilization) at account, country and sub regional level. Have also been reputed to structure multiple corporate deals in M&A arena in F&B, Hi Tech, Logistics & supply chain.

Employment Track Record

Current **CEO Asia**
(Apr) **iEdge Venture Pte Ltd (iEdge)**
 Merger and Acquisition, Strategic Management and Organizational Development

General Management responsibilities in BIG

- Develop market for iEdge in the field of M&A and corporate restructuring in Asia.
- Design model for corporate (organizational) restructuring, solution, cost management, business development (go to market) strategy etc.
- Establish strong network for partnership to facilitate upstream and downstream business relationship
- Overall P&L responsibilities of company across Asia
- Develop new business and revenue stream

Achievements

- Advisor to Singapore Smart Technology company on vertical acquisition of Indonesian Logistics company. Deal origination, execution.
- Advisor to a Singaporean Gas company on Pre IPO in Australian Stock Exchange (ASX)
- Secured contract to assist Sovereign Wealth Fund on corporate advisory to restructure its existing portfolio in Indonesia and Malaysia.
- Advisor to 2 local food conglomerates in a horizontal acquisition exercise via share swap.

2014 – 2017 CEO Asia
(Mar) Bloomfield Investment Group Ltd (BIG)
Merger and Acquisition, Strategic Management and Organizational Development

General Management responsibilities in BIG

- Develop market for BIG in the field of M&A and corporate restructuring in Asia.
- Design model for corporate (organizational) restructuring, solution, cost management, business development (go to market) strategy etc.
- Establish strong network for partnership to facilitate upstream and downstream business relationship
- Overall P&L responsibilities of company across Asia
- Develop new business and revenue stream

Achievements

- Over achieved overall KPIs for 3 consecutive years.
- Embarked on change management projects for MNC and local clientele across Asia.
- Conducted cost management and business development training to MNC & local clientele in SEA.
- Advisor to regional SEA company on acquisition of local premier chinese cold chain Logistics company. Deal origination, execution.
- Advised and executed complete corporate restructuring exercise, management buyout for an Indonesia logistic company in M&A project. PE appointed entity (retainer), deal origination, execution, integration.
- Consulted for regional Quick Service Restaurant (QSR) company on their entire supply chain, positioning and compliance in Asia. E.g supplier management, inventory forecast, inventory financing, route planning, QIP, DQMP processes, product certification (especially HALAL markets), freight, distribution management, reverse management etc.
- Secured contract to assist South East Asia Logistics company (Singapore SME) to restructure and expand its operations in Asia market (Freight).
- Business advisor to Global shipping and Carrier company in the middle east on Cold Chain project.
- Consulted for PE fund on a trade acquisition for a QSR group from a Sovereign Wealth Fund in South East Asia.
- Commission by sovereign wealth fund (Asia based) on an acquisition a project with an Indonesia Courier company (one of their largest customer is Lazada) on a trade sale.

2012 - 2014 Regional Vice President
Business Development Greater Asia
HAVI Supply Chain Solutions (USA based HAVI owns 20% of Mcdonalds WW)
(Freight, Contract Logistics and Solutions)

General Management responsibilities in HAVI

- P&L responsibility for Subway countries across all of Asia (Managed Topline, Ebit. DSO, customer relationship & Operations for the region. Engaged HAVI Indonesia on Compass Indonesia.
- Develop commercial strategies for HAVI group for Freight, Contract Logistics and Solutions across greater Asia region.
- Design and implement business development strategies across greater Asia including aligning with key QSR customers on their growth strategy, cost management initiatives and global compliance requirements.
- 4PL Supply Chain Management (end to end supply chain management to include tradelane management, inventory management and 3PL services for Freight such as supplier and buyer consolidation, and contract Logistics).
- Improved operational profitability in difficult markets for strategic value customers in China, Hong Kong, Taiwan, Singapore, Indonesia and Thailand – drive aggressive gross margin and Pre Tax Profit.
- Managed complex customer relationship at regional and country level including hands on approach to operational escalations and worked with countries to iron issues. Management of supplier and vendor relationship. E.g, NVOCC or Carriers management, performance tracking, demurrage and laytime management, Merge in transit, empty container positioning, maintaining very high DQMP standards for all inbound shipments across Asian markets equivalent to Global GOLD Standards.
- Grew existing business & securing new business. Tracked overall business growth to ensure region growth is within budget and target.
- Developed good business intelligence, connections and keep update with key developments of industries in countries under my purview.
- Managed country and regional business development team in the region.
- Conduct training and communicate strategic plans to all country commercial teams on Cross Industry strategy in Asia.

**2009-2012 Group General Manager (South East Asia) or SEA
(Also Country Manager Indonesia)
Toll Global Logistics (Australian listed - Contract Logistics)
Market Focus : South East Asia**

General Management responsibilities in TOLL SEA

- P&L responsibility for SEA (Indonesia, Philippines, Vietnam & Thailand). Managed Topline, Ebit, DSO, HR & Operations for the sub region.
- M&A activities in Indonesia and Thailand. Include target selection, right sizing of business to the organization, financial due diligence, presentation of business case.
- Fleet management of 120 tugs and barges in Indonesia operating out of Kalimantan – Coal.
- Reinforced existing business - heavy focus on FMCG, Food and beverage e.g Ultrajaya-Milk & Beverage, Fonterra, P&G, TESCO, Coca Cola, Cadbury, Frisan and Flag, Givaudan. Cocoa network hub and supply into DC projects in Sulawesi (Indonesia).
- Achieved operational profitability in difficult markets in Indonesia, Vietnam and Thailand.
- Developed property strategy and fleet size to support market growth.
- Managed complex customer relationship at regional and country level including hands on approach to operational escalations and worked with countries to iron issues. Drive CIPs such as asset utilization, manpower productivity, cost savings, safety etc. Effective management of supplier and vendor relationship.
- Developed good business intelligence, connections and keep update with key developments of industries in countries under my purview.

**2008 - 2009 Vice President
Business Development Asia Pacific
Global Customer Solutions (GCS)
DHL (German listed company -Forwarding, Express & Contract Logistics)
Market Focus : Asia Pacific**

General Management responsibilities in GCS AP Group

- Overall incharge of business development for cross Industry and Cross Business Units in Asia Pacific.
- Responsible for approx Euros 200 Million annual growth budget across all sectors for Ocean, Air, Express and Contract Logistics.
- Developed solutions using strong operational foundation acquired in Freight, contract logistics and Express environment to deliver value, efficiency and target for customers across various industries.
- Facilitate Cross BU collaboration to drive topline and ebit (Intermodal transportation solution – SEA / AIR Conversion, CY-CY Port to door solutions).
- Developed strategic plans on a regional & country level to drive growth for Oil, Energy and Gas, Consumer, Technology, Retail, Engineering, Automotive Aerospace, Automotive and Life Science Industry in Asia Pacific. This included development of new markets.
- Developed good business connections in key industries.
- Managed complex customer relationship at regional and country level including hands on involvement in operational escalations and worked with countries to iron issues.
- Conduct training and communicate strategic plans to all country commercial teams on Cross Industry strategy in Asia Pacific.

2006 - 2008 Regional Director Business Development
Head of Automotive, Aerospace & Engineering Industry (AAE)
Multi National Company (MNC)
DHL Global Forwarding
Market Focus : Singapore, China, Thailand, Korea, Australia, New Zealand, Philippines, India, Malaysia, Hong Kong, Taiwan, Japan, Indonesia.

General Management responsibilities DHL Global Forwarding

- Overall incharge of business development for Freight business unit in Asia Pacific.
- Responsible for approx Euros 250 Million annual growth budget across AAE sectors.
- Developed solutions using strong operational foundation acquired in Freight (including Value add services) environment to deliver value, efficiency and target for customers across various industries.
- Tradelane development for Ocean and Air freight products offering including vessel & aircraft chartering, project logistics.
- Developed strategic plans on a regional & country level to drive growth for AAE Industry in Asia Pacific.
- Managed complex customer relationship at regional and country level including hands on involvement in operational escalations and worked with countries to iron issues.

2005 – 2006 Regional Customer Manager
DHL- Managing Hewlett Packard Asia account.
(Express, Contract Logistics and Forwarding)
Market Focus : Singapore, China, Thailand, Korea, Australia, New Zealand, Philippines, India, Hong Kong, Taiwan, Indonesia.

General Management responsibilities in GCS AP Group

- Overall incharge for the 2nd largest account for DHL GCS across Asia Pacific for Freight, Contract Logistics and Express business units in Asia Pacific.
- Responsible for approx Euros 370 Million annual growth budget across one single customer in the region.
- Developed solutions using strong operational foundation acquired in Freight , Contract Logistics and Express environment to deliver value, efficiency and target for customers across various industries.
- Facilitate Cross BU collaboration to drive topline and ebit (including operational escalations).
- Developed strategic plans or customer development plans (CDP) on a regional & country level to drive growth HP in Asia Pacific.
- Managed complex customer relationship at regional and country level including hands on involvement in operational escalations and worked with countries to iron issues.

2002-2005 Head, Business Development Asia Pacific
US listed company - Ryder Logistic Asia
Market Focus : Singapore, Malaysia, Thailand, China

General Management responsibilities in Ryder Asia Group

- P&L responsibility for Malaysia and Thailand
- Responsible for Asia business development & strategic team
- Warehouse & fleet management responsibilities operations, productivity, exception management, SOP development, new business implementation, HR, Topline, Ebit and business development.
- Developed complex solution models.
- Identified and penetrated automotive market in Malaysia, Thailand and China.
- Developed strategy for market penetration
- Acquired of key accounts in Automotive and Electronics Industry
- Managed complex customer relationship at regional and country level including hands on involvement of operational escalations and worked with countries to iron issues. Drive CIPs such as asset utilization, manpower productivity, cost savings, safety etc.

2000 - 2002 Manager, Corporate Services Division
Singapore listed company - Raffles Medical Group Limited -Medical Industry
Market Focus : Singapore, Indonesia, Hong Kong & China

General Management responsibilities in Raffles Medical Group

- Oversaw operations in Corporate Marketing and Account Acquisition.
- Responsible for setting and achieving of sales targets (KPI).
- Responsible for positioning and branding of Raffles.
- Led team in research and analysis of service and market share.
- Supervised & managed a team of regional corporate service executives.
- Managed public tenders and liaise with Government bodies.
- Secured contracts with International Healthcare companies
- Initiate Marketing Communication activities to channel accounts.
- Market launch of new services & press release
- Planned corporate product / service strategy- branding, positioning, distribution in Singapore, Indonesia and Hong Kong
- Liaised with media agencies and production of marketing collaterals
- Corporate & Retail membership card (prestige card) drive
- Organized public forum (Health) & Roadshows

1997 – 2000 Director, Marketing & Sales Department
Singapore Discovery Centre (SEMBCorp)
Market Focus : Singapore, Malaysia, Indonesia, Taiwan, Hong Kong,
China, India, Japan, Vietnam.

General Management responsibilities in SDC

- Oversaw operations in Corporate Marketing, Tourist and Marketing Communications
- Overall in-charge of strategic planning, promotional & brand building campaigns for company (Branding, positioning, pricing and network).
- Responsible for P&L (bottom line) of the department, including A&P budget for the organization.
- Led team in research and analysis of service and market share
- Joint collaboration with Singapore Tourism Board.
- Managed 4 retail outlets.
- Managed Key Accounts for Corporate Division.
- Formulated strategies to increase market share, visitorship & membership.
- Initiated strategies to penetrate Corporate, Local & Tourist market.

1996 – 1997 Lecturer – Curtin University
Australia Perth (Joondalup Campus)

- Management 100
- Lecture, Tutorial (3 hours)
- 2 Semesters (1st semester 92% pass rate, 2nd Semester 100% pass rate)

Educational Track record

2012 to 2016 (May) **Doctorate Degree (part time) Completed**
Doctor of Professional Studies : (Strategic Management + M&A)
University of S. Queensland

1996 to 1997 **Bachelor of Commerce (2nd Upper Class Honours)**
Curtin University of Technology
Major : Commerce (Top 5%)
Thesis : Impact of “Guanxi” (Special business relationship) in China

1994 to 1996 **Bachelor of Commerce**
Curtin University of Technology (Australia)
Major Commerce
Award : Member of Golden Key Society (top 10%)

Working Achievements

- | | |
|------|--|
| 2009 | DHL : Shortlisted for Global Automotive Sector Head role based in Bonn for Global Forwarding |
| 2006 | DHL : Appointed to represent Asia in DHL Global Forwarding MNC Sales Effectiveness Global Board – Global Forwarding. |
| 2005 | DHL : Recipient of Top Achiever Award DSO for Asia pacific Region- DHL GCS |

National Service Achievements

- | | |
|--------------------|--|
| ROD
(Reservist) | Command appointment Holder (CAH)
Singapore Police Force KINS |
| 1993 to 1994 | Inspector Of Police :Staff Officer-Planning & Operations
Tanglin Police Divisional Headquarters
Singapore Police Force |
| 1992 to 1993 | Officer Cadet School – Singapore Police Force |
| 1992 Feb to April | 41st Armour Regiment (Singapore Armed Forces) BMT |



The Council of the University of Southern Queensland confers on

Kok Hwee Wong

who has passed all examinations and fulfilled
all prescribed conditions, the award of

DOCTOR OF
PROFESSIONAL STUDIES

Dated this twenty-sixth day of August 2016

A handwritten signature in black ink, appearing to read 'J. W. Jones'.

Chancellor

A handwritten signature in black ink, appearing to read 'B. Thorne'.

Vice-Chancellor

A handwritten signature in black ink, appearing to read 'Mark A. Toliver'.

University Secretary

PRIVATE & CONFIDENTIAL

PERSONAL PARTICULAR

Name : Ong Siow Peng Daniel
NRIC : S1233624A
Age / Sex : 60+ / Male
Date of Birth : 17 Jan 1957
Address : 3 Leedon Heights #21-02 D'leedon. Singapore 267951
Tel / email : 94894200 (H/P), danielong57@hotmail.com
Nationality : Singaporean
Place of Birth : Singapore
Marital Status : Married with 2 children

LECTURING EXPERIENCE (2001 to Present)

I am a full-time, free-lance lecturer with 17 years of teaching experience in accounting and finance subjects, ranging from diploma to postgraduate level. I am an approved lecturer by Ministry of Education and the various institutions I worked with are listed below.

2002 - Present	East Asia School of Business (Undergraduate and MBA programs, specializing in accounting, finance, and corporate governance with Heriot-Watt University (Edinburgh), Cardiff Metropolitan University, University of Southern Queensland and Queen Margaret University)
2008 - Present	ERCI (Post graduate programs in accounting and finance – University of Greenwich and University of Wolverhampton)
2008 - Present	Singapore Polytechnic (Diploma – accounting, corporate finance and investment analysis)
2011 – Present	James Cook University (MBA: Accounting for Corporation, Management Accounting and Corporate Finance)
2012 – Present	SIM Global Education (Bachelor program in management accounting and finance with University of Sheffield, Accounting subjects with UOL and RMIT)
2001 - Present	SHRI – Accounting and Financial Management

PRIVATE & CONFIDENTIAL

ACHIEVEMENT

Upon being hired by the above institutions, I have been engaged continuously to teach in their programmes till today due to favourable evaluation of my performance. The positive feedbacks include the practical knowledge that I bring into the classroom and my ability to interact well with students.

EDUCATIONAL QUALIFICATIONS

MBA from The University of Manchester, 2004.

Bachelor of Accountancy – National University of Singapore, 1981.

Post Graduate Certificate in Learning, Teaching and Assessing – UWIC, Cardiff, 2010.

LANGUAGE QUALIFICATION

GCE 'A' Level

PROFESSIONAL QULAIFICATIONS

Chartered Accountant (Singapore)

Fellow with ACCA

Advanced Certificate for Training and Assessment (2011)

Member with the Singapore Human Resource Institute (SHRI)

CORPORATE EXPERIENCE

Apr 04 – Aug 04: HL Bank

Designation: Finance Manager

Supervising a team of accountants on management and financial reporting.
Reason for leaving: Extremely long hours.

Feb 98 – Dec 00: Dynamics Search International Private Limited (executive search)

Designation: Managing Director

Responsible for company set-up, marketed search and selection services, formalized the processes, provided training and handled financial matters.

Apr 97 – Jan 98: Humana Asia (Pte) Ltd (executive search)

Designation: Senior Consultant

Marketed executive search services, researched & searched for candidates, interviewed candidates, short-listed and presented candidates to the clients.

Dec 91 – Feb 97: Government of Singapore Investment Corporation (fund management)

Designation: Senior Manager

PRIVATE & CONFIDENTIAL

Risk Control Unit (RCU), Oct 95 – Feb 97

- Involved in the setting up of the unit which included: the establishment of mission & objectives; the definition of roles and responsibilities of RCU; job descriptions; work plans and staff recruitment;
- Monitored the various risks (market, credit, liquidity, operational and legal) and reported to the Risk Management Committee.

Internal Audit Department (IAD), Feb 93 – Sep 95

- Involved in the setting up of the department which included: the establishment of mission & objectives; the definition of roles and responsibilities of IAD; work plans; control and risk / impact matrix and staff recruitment;
- Developed and executed comprehensive audit programs to ensure the protection of the foreign reserves investments: equities, bonds, treasury instruments, Foreign Exchange, special ventures, real estate.

Financial Services Department (FSD), Dec 91 – Jan 93

- Supervised the operations of FSD: reconciliation of cash and holdings, transactional operations; corporate actions and issues with custodians & counter-parties;
- Involved in the enhancement of the computer related applications which had successfully reduced paper work and increased efficiency.

Mar 84 – Dec 91: JP Morgan (investment bank)

Designation: Assistant Vice President

Head of Global Markets Accounting (Jun 91 – Dec 91)

Head of Legal Entity (Dec 87 – May 91)

Director and Company Secretary of MGP Nominees Private Limited

Company Secretary of JP Morgan Singapore Private Limited

Head of Management & Profit Analysis Department (Mar 84 – Nov 87)

- Responsible for the financial records of four entities: an offshore bank; a securities company; a futures corporation and an investment advisor and ensuring compliance with the regulatory requirements;
- Responsible for the production of management reports, product profitability reporting, yearly budgets and provided analysis of the variances.
- Unit leader for the McKinsey Cost Restructuring project of the Financial Division for both Singapore and Hong Kong locations.

Apr 81 – Mar 84: Price Waterhouse

In public accounting, the main scope of work was to carry out statutory audit of the financial statements and accounting records of various companies, which included banks, trading, manufacturing, petroleum and insurance companies.

INTERESTS / COMMUNITY SERVICE

Enjoys jogging, swimming, and reading self-development and management books.
Former member of the Steering Committee for the Parents Advisory Group for the Internet (PAGI).



The University of Manchester

By virtue of the power to award degrees vested in it by the Charter and Statutes and by the authority of the Senate the University has this day awarded the Degree of

MASTER OF BUSINESS ADMINISTRATION

to

Ong Siow Peng

who has satisfied the Examiners for the Degree.



CERTIFIED TRUE COPY

Albert McManus

Acting Registrar and Secretary

June 29th, 2004.

THE NATIONAL UNIVERSITY OF SINGAPORE

DEGREE OF BACHELOR OF ACCOUNTANCY

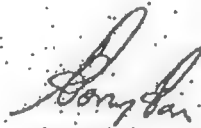
It is hereby certified that

Ong Siow Peng

having satisfied the requirements prescribed by
Act, was admitted to the Degree of Bachelor of
Accountancy on 26 May 1981.



CERTIFIED TRUE COPY



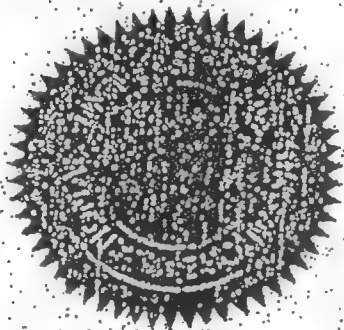
Vice-Chancellor

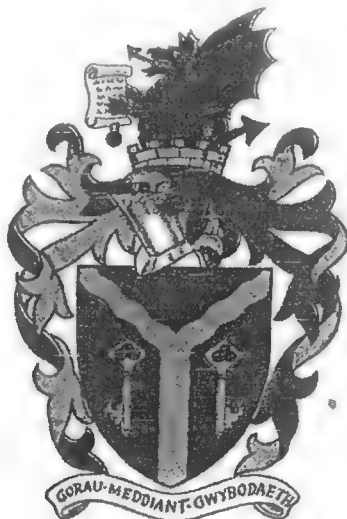


Dean, Faculty of Accountancy
and Business Administration



Registrar





This is to certify that

Siow Peng Daniel Ong

has successfully completed a course of study
leading to the award of

Postgraduate Certificate

in

Learning, Teaching and Assessing

having been examined in accordance with the
Regulations of the University

Vice-Chancellor & Principal

13 September 2010



Fellow

This is to certify that
Ong Siow Peng

was admitted a Fellow of the Association
on 31 July 2006
having been a member of ACCA for six years

Given under the Seal of the Association
on 17 September 2006

President

Deputy President

Secretary



The Association of Chartered Certified Accountants



RESUME

1. Lecturing experience since 2007

Appointment	Level	University/ College	School	Module taught
Freelance professional lecturer	MBA	Edinburgh Business School of Heriot-Watt University	EASB, Singapore	-Marketing -Competitive Strategy -Negotiation -Economics
	Dip/Adv Dip	Cardiff Metropolitan University	EASB, Singapore	-Principles of Management -HRM -ECommerce
Contract business Lecturer	Dip/Adv Dip	Holmes College (Australia)	-Qingdao University -Zhengzhou Vocational College, China	-Marketing -International Business -Service Marketing -Business Communications
Freelance lecturer	MBA	University of Ballarat	Nanyang Management Institute, Singapore	-Marketing
Freelance lecturer	MBA	Amity Global School of Business	Amity Global School of Business, Singapore	-International Business
Contract lecturer	BABM Dip/Adv Dip	University of Sunderland BTEC HND	Tyndale Group, Singapore	-Marketing -Business Strategy
Centre Director	Dip/Adv Dip	NCC, CIE	Informatics, Vietnam	-Marketing

2. Specialized subjects

- Marketing
- International business strategy

3. Other subjects taught:

- Negotiation
- Principle of management
- HRM
- Business Communications

4. Career Summary

- 30 years of professional management experience in Education and Training, International Marketing and Business Development and General Management across Asia including Singapore, China, Taiwan, Hong Kong, Vietnam, Thailand and Malaysia with companies including SingTel, China Telecom, Shin Corp, Singapore Informatics, Vietnam and Australia Homes College. Excellent interpersonal, presentation and communication skills. Passion for teaching and training.

5. Personal Particulars

Name : Peh Ah Soon, Elson 白亚顺
NRIC No : S1173458H
Nationality : Singapore Citizen
Date of birth : July 3, 1955
Address : 6 Petir Road #07-09, Maysprings, Singapore 678267
Race : Chinese
Marital status : Married
Language (Written) : English, Mandarin
Language (Spoken) : (Fluent) English, Mandarin, Hokkien,
(Basic) Malay, Vietnamese and Thai
Contact : Tel - +656766 0993 (Res)
Mobile : +659631 5806
Email : elsonpeh@gmail.com
Skype : elsonpeh

6. Qualifications

<i>Year</i>	<i>Academic qualification achieved</i>	<i>Institution/University</i>
2004	BSc in Computing	University of Portsmouth, UK
1992	MSc (International Marketing)	University of Strathclyde, UK

7. Working experience

January 2012 – Present

Freelance professional lecturer at EASB, Singapore
(Approved tutor for Edinburgh Business School MBA program of Heriot-Watt University since 2013)

Freelance lecturer at Amity Global School of Business

Freelance lecturer at Nanyang Management Institute

March 2010 – December 2014

Contract lecturer at Australia Holmes College, China

December 2008 – December 2009

Business Lecturer at Tyndale Group, Singapore

November 2006 – November 2008

Company : Singapore Informatics, Vietnam

Position : Centre Director (Cum lecturing)

Industries : Education

Description : General management, lecturing

April 2005 – October 2006

Company : C Y P Pte Ltd, Singapore

Position : Managing Director

Industries : Advertising

Description : Media representative for overseas Yellow Pages and Directories

September 2004 – March 2005

Company : Success Motivation Institute (USA), Singapore

Position : Franchisee

Industries : Management training

Description : Promote and conduct management training

March 2003 – August 2004

Company : SingTel Yellow Pages, Singapore

Position : Deputy Director, eBusiness

Industries : eBusiness

Description : Marketing and product development of Internet Yellow Pages and ecommerce

June 2001 – February 2003

Company : Teleinfo Media Co Ltd, Thailand (JV between SingTel and Shin Corp)

Position : Deputy Managing Director (Marketing and Business Development)

Industries : Media

Description : Business development, sales and marketing of Yellow Pages and Internet products

May1983 – May 2001

Company : SingTel Yellow Pages, Singapore

Position : Deputy Director, Business Director-in-charge of North Asia region

Industries : Media

Description :

- Involvement in the successful implementation of SingTel Yellow Pages' regional expansion plan with 11 branches set up in 6 territories including Thailand, Taiwan, Hong Kong and India
- Implemented competitive strategies, successful launch of BIG (Business & Industrial Guide) in Singapore and subsequently throughout all 6 other countries.
- Marketing and product development of directory publications in the region covering Singapore, Hong Kong, Taiwan, PRC, Thailand and Malaysia
- Project management and launch of new products including print and electronic Yellow Pages products
- Formulating market entry strategies
- Communicating with strategic partners
- Corporate and business planning including M&A and closure of business
- Develop sales plan to meet revenue objective
- Sales & marketing training

8. IT skills

- Words, Excel, Power Point, C and Java programming language, web CMS

9. Interest

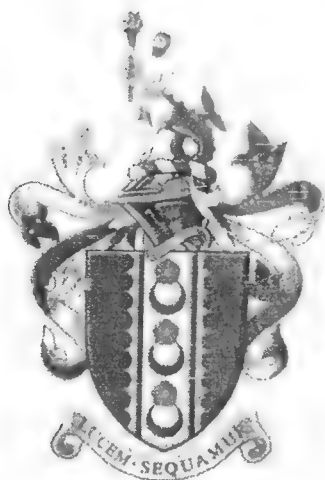
- Web programming, travelling, mountain trekking and swimming

10. Reference

- Dr Charles Han, Senior Consultant, Ephod Consulting Associates Pte Ltd.
Tel: +6583281988
- Dr Foo Chek Fok, former Director of Nanyang Technological University,
Tel: +6591190594

11. Remark

- ACTA(Advanced cCertificate of Training and Assessment by WSQ) certified
- Adjunct Trainer with Singapore Chinese Chamber Institute of Business



UNIVERSITY of PORTSMOUTH

Peh Ah Soon

has been awarded the

Ordinary Degree of Bachelor of Science in

COMPUTING

having followed a programme of study approved by Academic Council

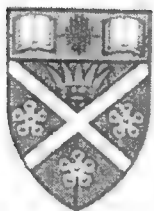
A transcript of studies has been issued to accompany this parchment

13 October 2004

John Gaver
Vice-Chancellor

Dr. [Signature]

Academic Registrar



UNIVERSITY OF STRATHCLYDE

By virtue of the power to award degrees granted to it by the Charter and Statutes and by the authority of the Senate the University has this day conferred the Degree of

MASTER OF SCIENCE

in International Marketing

upon

Pek Yik Soon

In Witness Whereof we have caused the Common Seal
of the University to be impressed on this document

John Arbuthnot
Peter Orr

Principal

Secretary to the University



6 November 1992

Curriculum Vitae of Dr Lim Yew Ban



Nationality : Singapore Citizen NRIC No : 1425403/Z

Age : 56

Email : limyewban@yahoo.com.sg

Mobile : (65) 9729-9046

Academic Qualifications

<u>Year</u>	<u>Qualification Obtained</u>	<u>Awarding Institution</u>
1998	Doctor of Philosophy in Business and Management	<i>University of South Australia</i>
1991	¹ Master of Business in Information Technology	<i>Royal Melbourne Institute of Technology, Australia</i>
1985	Bachelor of Engineering (Electrical)	<i>National University of Singapore</i>

Note :

¹ Obtained Most Distinguished Thesis Award.

Professional International Certifications Attained

- *Business Continuity Certified Expert (BCCE)* awarded by the **Business Continuity Management Institute (BCMI)**.
- *Associate Business Continuity Professional (ABCP)* awarded by the **Disaster Recovery Institute International (DRII)**.
- *Advanced Certificate in Training and Assessment (ACTA)* awarded by the **Singapore Workforce Development Agency (WDA)**.

National Survey Projects and Presentation

- Conducted a nation wide national survey under the auspices of the *Singapore Institute of Management (SIM)*. The questionnaire used was designed and pre-tested by me. A follow up group discussion with some of the survey respondents was also conducted

in conjunction with the Research & Publications Executive from SIM. The subsequent analysis and survey findings was authored by me and published as *Computer Security & Practices in Singapore 1994 - Survey Findings* by SIM.

- I was invited to present this survey finding at *The 1994 2nd Computer Security Conference – New Challenges, New Approaches* (July 20-24, 1994) held at the Westin Plaza, Singapore.
- Conducted a succeeding questionnaire survey with SIM – *Computer Security and Practices in Singapore 1999 – Research Monograph of Findings*.

Research Supervision

- Successful PhD thesis supervision :

Teo Hock Weng, Alvin - *A balance model to discriminate information security in organisations in Singapore - a comparative study of MNCs and SMEs*. PhD Thesis for doctoral candidature offered by the University of South Australia, Dec 2002.

- Successful DBA thesis supervision :

Lo Wai Yin, Janet - *The Influence of Leadership Style on Schools as Learning Organisations in Hong Kong*. DBA Thesis for doctoral candidature offered by the University of South Australia, Mar 2005.

Lau Chi Leung, Bon - *ISO 9000 as a Tool for Re-engineering to Achieve Better Performance*. DBA Thesis for doctoral candidature offered by the University of South Australia, Nov 2005.

Lam Chi Man, Cartier - *The Adoption of Internet Banking in Shanghai – An Empirical Study*. DBA Thesis for doctoral candidature offered by the University of South Australia, Oct 2005.

Sham Wai Oi, Clare – *An Exploratory study of Corporate University in China*. DBA Thesis for doctoral candidature offered by the University of South Australia, Mar 2007.

Goh Song How, Tony – *Applicability of Strategic Performance Measurement System to Corporatized State-owned Enterprises in China*. DBA Thesis for doctoral candidature offered by the University of South Australia, Nov 2008.

Lim Boon Huat – *An investigation of the selection of advice contacts using Social Network Analysis*. DBA Thesis for doctoral candidature offered by the University of South Australia, Nov 2008.

Michelle Lee – *Integrated knowledge management system for greater competitive advantage - A holistic management system approach to facilitate knowledge management*. DBA Thesis for doctoral candidature offered by the University of South Australia, Sep 2009.

Ong Yee Lin, Elgin – *A study of the effects of entrepreneurial orientation and market orientation on brand performance for SMEs in the service industry in Singapore*. DBA Thesis for doctoral candidature offered by the University of South Australia, Dec 2011.

- Successful master thesis supervision (individual dissertation) :

- Muthukrishnan Marirajan – *An Investigation into Factors Assisting Effective and Efficient First Call Resolution at the IT Helpdesk in a Large Service-Based Organization*. Thesis for MBus(IT) offered by the Curtin University of Technology, Feb 2002.

- Wong Hong Jone – *Mobile Commerce : Barriers to Adoption and Use*. Thesis for MBus(IT) offered by the Curtin University of Technology, Feb 2002.
- Francis Ng Teoh Kwong – *The Feasibility of Distance Learning for Working Adults : The Benefits and Limitations*. Thesis for MBus(IT) offered by the Curtin University of Technology, Nov 2003.
- Susan Surjadi – *Strategies for Outsourcing IS in Singapore*. Thesis for MBus(IT) offered by the Curtin University of Technology, Dec 2003.
- Swapna Dayanandan - *The Impact of Organisational Excellence related initiatives and Programmes in Public Schools in Singapore*. Thesis for MBA offered by the University of Northumbria at Newcastle, Mar 2006.
- Successful master thesis supervision (Group Action Research Project) :
 - Tay Chee Wee David, Brenda Tan, Phoa Ang Pueh and Pieter Tjia – *Sustaining Competitive Advantage Through Customer Relationship Management*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Aug 2003.
 - Wang Kwok Wai Patrick, Lim Tai Toon, Cheong Yuen Chun and Leong Wai – *A Study of An Integrated Information Systems Approach To Cash Management at Megabyte Private Limited*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Aug 2003.
 - Sharon Kong, Sammy Lee, Freddy Fam and Hu Jun – *A Knowledge and Resource Management System for The Company*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Jan 2004.
 - Gary Loh, Yee Wai Kit, Harvey Sim Heng Chia and Quah Boon Tiat – *An E-Learning System to Improve Customer Service for a Company*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Jun 2004.
 - Kiu Cheong Mau, Spencer Quak Keng Yun, Dominic So Chi Ko and Jeyasingh Navaneethan - *Improving Customer Support Information Systems of Teradyne's Field Support Operations: an Action Research Approach*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Oct 2005.
 - Lakshmi, Roy Chong Jia Min, Ryan Ang and K. Srikanth-Basu – *A Computerized System to improve Order and Shipment Tracking for Fan Yang APR operations*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Oct 2005.
 - Chintakunta Nagaraj Goud, Peh Kun Hui and R S Subramaniyan – *An Action Research Approach - Computer Sciences Corporation (CSC), Singapore*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Jun 2006.

- Jonathan Ng, Nick Tan Yee Meng, Rizal Siam and Hong Jia Jun – *Improving the Materials Resource Planning System of Xiamen Huadian Switchgear : An Action Research Approach*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Oct 2007.
- Phua Kiah Neng Daniel, Tan Boon Leong Gordon and Feldiansyah - *Improving the Content Publishing System of National Library Board of Singapore : an Action Research Approach*. Group Action Research Thesis for MBus(IT) offered by the Curtin University of Technology, Feb 2008.

Notable achievement undertaken in liaison with Industries

- **Professional Courseware Development**

- Completed the research, design and development of a 5-day CITREP approved course - *IT Disaster Recovery Planning & Project Management*. The target audience for this course are IT professionals responsible for business continuity and disaster recovery planning in their organizations. The development of this course involved close liaison with experienced industry practitioners to identify and draw up the list of essential knowledge and skills set of a business continuity and disaster recovery planner. It includes an examination/certification. The course is modelled after the UK National Vocational Qualifications (NVQs) 5 level skills competency.

Participation in National Standards Development

- **Business Continuity/Disaster Recovery Working Group (BC/DR WG)** member, researcher and editor. This working group comprises of key industry players providing BC/DR services in Singapore. Other members of the working group include regulator, telecommunications providers and consultancies associated with BC/DR services. This working group is part of the *Technical Committee on Security and Privacy Standards* appointed by the national *Information Technology Standards Committee* in Singapore. Involvement in this working group include :
 - Participated actively as a resource member of the BC/DR Working Group since its formation in Oct 2003;
 - Undertook the research and consolidation of existing body of knowledge pertaining to business continuity, disaster recovery and DR service providers into a complete first draft of the standard;
 - Provided the initial drafting till final editing of the *Singapore Standard for Business Continuity/Disaster Recovery Service Providers (SS507)* - gazetted as a Singapore standard in October 2004.
- **Business Continuity Management Technical Council (BCM TC)** member, researcher and editor. This technical committee was formed under the auspices of the Singapore Business Federation (SBF). A majority of the participants come from SBF members. The objective of this committee is to draft out a national standard/technical reference – *Technical Reference TR19 : 2005 - Business Continuity Management (BCM)*. This first draft of this standard was completed in Jan 2005. Its current status is a Singapore standard - *Singapore Standard for BCM*

SS 540 : 2008 by *SPRING Singapore*. Involvement in this Technical Committee include :

- Participated actively as a resource member of the technical committee since its inception in Sep 2004;
- Undertook the research and consolidation of existing body of knowledge pertaining to business continuity and producing a complete first draft of the standard/technical reference;
- Provided the initial drafting till final editing of the first complete draft of the standard/technical reference (completed in end Feb 2005).
- This technical reference has since been revised and upgraded as *Singapore Standard for Business Continuity Management (SS540)* on 31 Oct 2008.

Some Part-Time Lecturing Experience at
Postgraduate and Undergraduate Level

1. *Master of Science (Information Management)* – Decision Support & Expert Systems - awarded by the National University of Ireland at Dublin, UK.
2. *Master of Science* – Database & Information Resource Management - awarded by the National University of Ireland at Dublin, UK.
3. *Master of Business Administration* – Research Methodology and Methods - awarded by Northumbria University, UK.
4. *Master of Business Administration* – Business Research Analysis - awarded by Northumbria University, UK.
5. *Master of Arts (Business & Management)* – Business Research Methods - awarded by Northumbria University, UK.
6. *Master of Business Administration* - Introduction to Electronic Commerce – awarded by Queen Margaret University College, UK.
7. *Master of Business Administration* – Management Information Systems - awarded by the University of Louisville, USA.
8. *Master of Business Administration* – Data Analysis and Information Management - awarded by James Cook University, Australia.
9. *Master of Business Administration* – E Business and E Commerce for Managers - awarded by James Cook University, Australia.
10. *Master of Business in Information Technology* – Business Project – awarded by Curtin University of Technology, Australia.
11. *Master of Business in Information Technology* – Business Analysis Methods – awarded by Curtin University of Technology, Australia.
12. *Master of Business in Information Technology* – Knowledge Management and Intelligent Systems – awarded by Curtin University of Technology, Australia.
13. *Master of Business in Information Technology* – Business Information Technology Management – awarded by Curtin University of Technology, Australia.

14. *Master of Business in Information Technology* – Strategic Alignment of Information Systems – awarded by Curtin University of Technology, Australia.
15. *Master of Business in Information Technology* – Information Systems Implementation – awarded by Curtin University of Technology, Australia.
16. *Master of Business in Information Technology* – Management Information Systems Projects and Risks – awarded by Curtin University of Technology, Australia.
17. *Master of Business in Information Technology* – Enterprise Network Security – awarded by Curtin University of Technology, Australia.
18. *Master of Business in Information Technology* – Enterprise Network Management – awarded by Curtin University of Technology, Australia.
19. *Master of Business in Information Technology* – Web Application Architecture – awarded by Curtin University of Technology, Australia.
20. *Master of Business Administration* – Management of Information – awarded by University of Wales Institute Cardiff (UWIC), UK.
21. *Master of Business Administration* – Research Methods – awarded by University of Wales Institute Cardiff (UWIC), UK.
22. *Master of Business Administration* – Project Management Theory & Practice – awarded by University of Wales Institute Cardiff (UWIC), UK.
23. *Master of Business Administration* – Project Management Case Studies – awarded by University of Wales Institute Cardiff (UWIC), UK.
24. *Master of Business Administration* – Project Management – awarded by Edinburgh Business School, Heriot-Watt University, UK.
25. *Master of Business Administration* – Sustainable Corporate Strategy – awarded by University of South Australia, Australia.
26. *Master of Business Administration* – Project Management – awarded by Murdoch University, Australia.
27. *Master of Business Administration* – Risk Management – awarded by Murdoch University, Australia.
28. *Master in Professional Accounting* – Information Systems for Managers – awarded by University of Southern Queensland.

29. *Master in Professional Accounting – Decision Support Tools* – awarded by University of Southern Queensland.
30. *Master in Professional Accounting – Global Information Systems Strategy* – awarded by University of Southern Queensland.
31. *Master of Engineering (Engineering Management) – Project Planning and Control* – awarded by University of South Australia.
32. *Master of Engineering (Engineering Management) – Intelligent Production Systems* – awarded by University of South Australia.
33. *Master of Business Administration – Managing Under Uncertainty* – awarded by University of Newcastle.
34. *BSc Business Studies – Quantitative Methods and IT Tools* – awarded by Loughborough University, UK.
35. *BSc Computing & Information Systems – Telecommunications and Computer Communications* - awarded by University of London, UK.
36. *BSc Computing & Information Systems – Software Engineering* – awarded by University of London, UK.
37. *Bachelor of Science (Honours) in Business and Management Studies - Information Management* - awarded by the University of Bradford, UK.
38. *Bachelor of Science (Honours) in Computing with Management - Database Management System* – awarded by the University of Bradford, UK.
39. *Bachelor of Science (Honours) in Computing with Management - Object Oriented Methods* – awarded by the University of Bradford, UK.
40. *Bachelor of Science (Honours) in Information Technology - Artificial Intelligence and Expert Systems* - awarded by the National University of Ireland at Dublin, UK.
41. *Bachelor of Business Administration – Information Systems for Management* - awarded by the University of South Australia.
42. *Bachelor of Information Technology – Introduction to Information Technology* - awarded by James Cook University, Australia.
43. *Bachelor of Information Technology – Computing Mathematics* - awarded by James Cook University, Australia.

44. *Bachelor of Information Technology* – Mathematical Foundations - awarded by James Cook University, Australia.
45. *Bachelor of Multimedia Studies* – Dynamic Web Interface - awarded by Central Queensland University, Australia.
46. *Bachelor of Multimedia Studies* – Design Perspectives - awarded by Central Queensland University, Australia.
47. *Bachelor of Commerce (Finance)* – Data Analysis – awarded by University of Southern Queensland, Australia.
48. *BA Business Information Management* – Business Research Methods – awarded by Glasgow Caledonian University, UK.
49. *Bachelor of Commerce* – Marketing Research and Analysis – awarded by Murdoch University, Australia.
50. *Bachelor of Commerce* – Knowledge and Organizational Learning – awarded by Murdoch University, Australia.
51. *Bachelor of Commerce* – International Management – awarded by Murdoch University, Australia.
52. *Bachelor of Science in Business Information System* – Information Systems Project Management – awarded by University of Wales Institute Cardiff (UWIC), UK.
53. *Bachelor of Science in Business Information System* – Strategic Management of Information Systems – awarded by University of Wales Institute Cardiff (UWIC), UK.
54. *Bachelor of Arts in Business Management* – Business and Management Challenges – awarded by Edinburgh Napier University, UK.
55. *Bachelor of Arts in Business Management* – Strategic Management in a Global Context – awarded by Edinburgh Napier University, UK.
56. *Bachelor of Arts (Hons) in Business Management and Strategy* – Strategies for Globally Responsible Leadership – awarded by University of Gloucestershire, UK.
57. *Bachelor of Arts (Hons) in Business Management and Strategy* – Research Methods – awarded by University of Gloucestershire, UK.
58. *Bachelor of Arts (Hons) in Business Management and Strategy* – Investigative Study – awarded by University of Gloucestershire, UK.

59. *Bachelor of Arts (Honours) Business Management* – Strategic Marketing Management – awarded by Sheffield Hallam University, UK.
60. *Bachelor of Arts (Honours) Logistics Management* – Creating Effective Information Systems – awarded by Sheffield Hallam University, UK.
61. *Bachelor of Arts (Honours) Logistics Management* – Management of Quality in Organisations – awarded by Sheffield Hallam University, UK.
62. *Bachelor of Arts (Honours) Logistics Management* – E-Business Management – awarded by Sheffield Hallam University, UK.
63. *Bachelor of Business* – Leadership and Entrepreneurship – awarded by University of Newcastle.
64. *Bachelor of Business* – Knowledge Management – awarded by University of Newcastle.
65. *Bachelor of Business* – Leadership and Ethics – awarded by University of Newcastle.

Professional Seminar Courses

Public Seminars

1. Disaster Recovery International (DRI)
 - *Business Continuity Management for Advanced Professionals BCLE 2000*
 - *Disaster Recovery Planning DRP20*
2. Business Continuity Management Institute (BCMI Institute)
 - *Business Continuity Management BCM 150,*
 - *Business Continuity Management BCM 300*
 - *Business Continuity Management BCM 5000*
 - *Disaster Recovery Planning BCM 300*
 - *Disaster Recovery Planning BCM 5000*
 - *ISO 22301 Business Continuity Management Systems Lead Auditor BCM 8530*

In-House courses

1. Singapore General Hospital – *Business Continuity Management Advanced Best Practices.*
2. Kandang Kerbau Hospital – *Business Continuity Management Advanced Best Practices.*
3. Defence Science and Technology Agency – *Business Continuity Disaster Recovery 200 and Business Continuity Disaster Recovery 300.*
4. Singapore Police Force – *Business Continuity Disaster Recovery 200.*
5. CK Tang – *Business Continuity Management Best Practices.*
6. Toyota Motor Asia Pacific – *Business Continuity Management Fast-Track Implementation Toolkit.*
7. TruMarine Private Limited – *Business Continuity Management Fast-Track Implementation Toolkit (risk assessment).*
8. Filtec Private Limited – *Business Continuity Management Fast-Track Implementation Toolkit (risk assessment).*

9. G4S Security Services (S) Pte Ltd – *Business Continuity Management Fast-Track Implementation Toolkit* (risk assessment).
10. Institute for Infocomm Research – *Business Continuity Management Fast-Track Implementation Toolkit* (risk assessment).
11. DTS Marketing Pte Ltd – *Business Continuity Management Fast-Track Implementation Toolkit*.
12. NTUC FairPrice – *Business Continuity Management Fast-Track Implementation Toolkit*.
13. Mount Alvernia Hospital – *Risk Analysis & Review, Business Impact Analysis* – WSQ funded course.

Working Experience

<u>Date</u>	<u>Job Title/Company</u>	<u>Job Description</u>
Mar 2005 Onwards	Freelance independent trainer Project-based business continuity consultant with BCMI (Chief Learning Officer)	Involves in business continuity consultancy and associated project management work with client organizations. The later involves negotiation at different levels. Lectures undergraduate and post-graduate courses at several commercial institutes – eg Asia Pacific Management Institute, EASB, PSB Academy.
Oct 2002 To Feb 2005	Chief Learning Officer <i>Business Continuity Management Institute</i>	Conduct public and in-house seminars. Research and development of professional courseware for industry. Drafting technical papers based on industry trends and practices.
Jun 2001 To Sep 2002	IT Recruitment Manager <i>RMA Consultants Pte Ltd</i>	Screening and recruitment of IT professionals for MNCs – conduct interviews and shortlist appropriate candidates according to client's requirements.

May 2000 To May 2001	Head, Sales Academy at the <i>Marketing Institute of Singapore</i>	<p>Overall in charge of 3 departments located at the training centre – running undergraduate, post graduate and short skills training & executive seminar courses. Accountable for the P/L of these 3 departments. Manage a team of 17 staff. Ensured proper maintenance of facilities and smooth operation of the training centre.</p> <p>Provided liaison between organization and partner universities. Manage the pool of part-time lecturers supporting the academic programmes.</p> <p>Conducted information sessions and academic counselling for students aspiring to embark on undergraduate and postgraduate courses at the <i>Marketing Institute of Singapore</i>.</p> <p>Business development – brought in new courses for the training centre.</p>
Nov 99 To Apr 2000	Full time freelance trainer/consultant	Lectured undergraduate and post-graduate courses at several commercial institutes – eg MDIS, Stansfield School of Business and Asia Pacific Management Institute.
Oct 89 To Oct 99	Lecturer at Ngee Ann Polytechnic	Involved in promoting the polytechnic at a number of public and open house programmes; involved in setting up two new subjects for the department; lectured on computer architecture and programming; supervised workshop and laboratory sessions; supervised final year students' software projects.
Jun 89 To Sep 89	System Engineer at <i>MICROPOLIS (S) Pte Ltd</i>	Managed the operation of a computer centre, resource planning, end user training, networking, system administration and database management (VAX DBMS).

May 87 To May 89	Engineer at <i>Digital Equipment Int Pte Ltd</i>	<p>Led a team of technicians in charge of the final testing stage of several product lines, ensuring that these products conform to specifications and quality using statistical controls.</p> <p>Managed the operation of several mini-computer systems – involved in user training, networking, OS upgrade, system administration and database management (VAX Rdb).</p>
Jan 86 To Apr 87	Information System Officer at <i>Systems & Computer Organization</i>	Involved in the design of educational courseware – CAI programs – from project specifications, system analysis and design, coding, software quality assurance and maintenance.



UNIVERSITY OF SOUTH AUSTRALIA



This is to certify that

LIM YEW BAN

has completed the requirements
for the award

Doctor of Philosophy

and the award was conferred on
12 May 1998

Basil S. Hetzel

Basil S Hetzel AC
Chancellor



ROYAL MELBOURNE
INSTITUTE OF TECHNOLOGY

This is to certify that

Lim Yew Ban

was admitted to the Degree of

MASTER OF BUSINESS

*on the twenty-third day of August in the year 1991
having completed an approved course of study in*

Information Technology

Y. M. S. P. S. P.
President

L. B. S. P. S. P.
Director



THE NATIONAL UNIVERSITY OF SINGAPORE

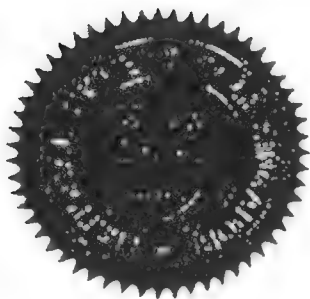


DEGREE OF BACHELOR OF ENGINEERING

It is hereby certified that

Lim Yew Ban

having satisfied the requirements prescribed by
Statute, was admitted to the Degree of Bachelor of
Engineering (Electrical) on 13 June 1985.




Vice-Chancellor


Registrar



NGEE ANN POLYTECHNIC

Certificate of Attendance

This is to certify that

LIM YEW BAN

has completed a course

on

Teaching Methodology

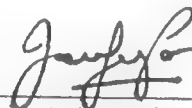
conducted by Ngee Ann Polytechnic

Educational Development Centre

from 21 May 1990 **to** 21 February 1991

21 February 1991

Date


Principal



SINGAPORE
WORKFORCE SKILLS
QUALIFICATIONS

ADVANCED CERTIFICATE IN TRAINING AND ASSESSMENT (FACILITATED LEARNING)

is awarded to

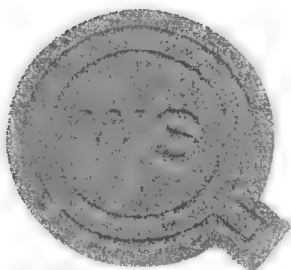
LIM YEW BAN

NRIC: S1425403Z

for successful attainment of the required
industry approved competencies

at SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)

17 FEBRUARY 2014



Ng Cher Pong, Chief Executive
Singapore Workforce Development Agency

The training and assessments of the above-named student
have been conducted in accordance with the Training and Assessment
System

No. 14Q000000006491

WDA



SINGAPORE
WORKFORCE SKILLS
QUALIFICATIONS

OFFICIAL TRANSCRIPT

Name: LIM YEW BAN
IC No: S1425403Z

Date of issue: 4 March 2014
14T000000006507

Qualification:

ADVANCED CERTIFICATE IN TRAINING AND ASSESSMENT (Facilitated Learning)

CONFERMENT: CONFERRED THE ADVANCED CERTIFICATE IN TRAINING AND ASSESSMENT ON 17 FEBRUARY 2014

REMARKS:

Competency Unit Code	Competency Unit	Results	Assessment Date	Issuing Institute
TR-HCD-301C-2	Apply Adult Learning Principles and Code of Ethics Relating to Training	Competent	23 Jan 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)
TR-TEV-303C-1	Conduct Competency-Based Assessment	Competent	14 Feb 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)
TR-TDL-304C-1	Prepare and Facilitate Classroom Training	Competent	17 Feb 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)
TR-TDV-301C-1	Design and Develop a WSQ Facilitated Training Programme	Competent	12 Feb 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)
TR-TEV-302C-1	Develop A Competency-Based Assessment	Competent	11 Feb 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)
TR-HCD-302C-1	Interpret the Singapore Workforce Skills Qualifications Framework	Competent	22 Jan 2014	SINGAPORE TRAINING & DEVELOPMENT ASSOCIATION (STADA)

Chief Executive
Singapore Workforce Development Agency

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WDA



Chai-Hwa LIM (Eric)

Contacts:

Mobile: (65) 94313424
Email: chlim.eric@gmail.com
Skype ID: eric.lim
WeChat ID: eric_singapore
LinkedIn URL: www.linkedin.com/in/chai-hwa-lim-4a3436136

Nationality : Singapore Citizen

Formal Education

2017 – Present Edinburgh Business School – Heriot-Watt University UK

Doctor of Business Administration – Candidate

Completed taught modules;

1. Introduction to Business Research 1
2. Introduction to Business Research 2

2005 - 2009 James Cook University

AUSTRALIA

Master in Education

2001-2002 University of Wollongong

AUSTRALIA

Master of Information Technology Management

1982-1985 Iowa State University

U.S.A.

BSc Computer Engineering

Professional Certification

1980-1981 Nanyang Junior College

SINGAPORE

General Certification of Education (GCE A' Level)

1975-1979 English College

MALAYSIA

Malaysia Certificate of Education (GCE O' Level)

Nov 2010 Sigma Solutions Consultants

SINGAPORE

Advanced Certificate in Training & Assessment (ACTA)

Mar 2018 GoLeanSixSigma

USA

Certified Lean Six Sigma Yellow Belt

Jun 2008 East Asia Institute of Management

SINGAPORE

Postgraduate Certificate in Learning and Teaching for Higher Education

CIW Certification

U.S.A.

Master CIW Administrator	27 th Dec 2002
CIW Server Administrator	27 th Dec 2002
CIW Internetworking Professional	20 th Dec 2002
CIW Security Professional	5 th Dec 2002
CIW Associate	12 th Nov 2002

**Professional
Experience**

Jan 2017- Feb 2018 Management Development Institute of Singapore Singapore
Head of School (MDIS Business School)

*(MDIS Business School awarded as Singapore's largest MBA programmes and largest provider for 2017 – Singapore Business Review Awards 2017)
(Achieved surplus of 2.2 million for 2017; an increase of 82% from 2016)*

- Overall in charge of the development of the school, the educational products that it offers and the progress its students and staff.
- Plays a strategic role in maintaining existing and creating new partnerships with faculty of re-owned universities and industry captains within the business arena.
- Responsible for the school's profitability.

June 2012- Dec 2016 East Asia Institute of Management Singapore
Director of School (Postgraduate Studies)

(Maintains Postgraduate department as one of the largest in Singapore – SBR Sep 2015)

- Head 2 Strategic Business Units - **Sheffield Hallam University (SHU)** and **Heriot Watt University, Edinburgh Business School**.
- Responsible for SBU's budgeting, new product decisions, hiring decisions, and price setting.
- Responsible for SBU's profitability.
- Responsible for the overall welfare of students with emphasis on student's career Advancement and placement.
- Authorised liaison with Council of Private Education in all matters (renewal of ERF and interim EduTrust, update of new courses and teachers, update of Managers, Academic & Exam Board members, complaints)
- In charge of articulation and validation of in-house programmes with university partners.
- In charge of internship for Business Management and Finance students.
 - Successfully secured Deloitte internship
- Responsible for the implementation of **CESIM Business Simulation** game for Postgraduate students.
- Responsible for the implementation of Business Simulation game for Postgraduate students.
 - Successfully secured full Deloitte sponsorship for national level competition.
- In charge of University and Professional body collaborations.
 - Successfully collaborated with CPA (Australia), CISI, CIM and LCCI.
 - Successfully collaborated with Sheffield Hallam University and Aston University.
- In charge of new curriculum and programme development.
 - Successfully developed and launched programmes such as;
 - Postgraduate Diploma in Management
 - Postgraduate Certificate in Learning and Teaching
 - Postgraduate Diploma in Learning and Teaching
 - Diploma/Advanced Diploma in Aeronautical Engineering

June 2009- June 2012 East Asia Institute of Management Singapore
Head of School (School of Post Graduate Studies)

(Achieved 134% Increase of Student Population from Q1-2009 to Q4-2010)

- In charge and responsible for the smooth running of Post Graduate programs for
 - MBA programmes - University of Wales Institute, Cardiff
 - MBA programmes – Queen Margaret University
 - Master's programmes – University of Southern Queensland
 - MBA Programmes – Edinburgh Business School (Heriot Watt University)

- Professional Doctorate programme – University of Southern Queensland
- Responsible for the quality and academic standards of the curriculum, lecture materials, lecture delivery, & preparation and conduct of exams.
- Responsible for the continual improvements in academic delivery, pedagogy, examination, markings and students' performance.
- Responsible for new university collaboration projects.
- Responsible for university communications and relationships.
- In charge of new programme validation process with university partners.
- In charge of the syllabus and curriculum development of BISSIM Management Simulation Game.
- In charge of the EduTrust new programs compilation and submission.
- Involve in the Processes Review for EduTrust Star qualification.
- Developer & Lead Instructor/Trainer for EASB Learning and Teaching Program for new lecturers
- Developer & Lead Instructor for Android OS programming workshop

2008- June 2009 East Asia Institute of Management Singapore

Head of School (Cardiff Metropolitan University – Asia Campus)

(Achieved 74% Increase of Student Population from Q4-2008 to Q4-2009)

- Responsible for the smooth operations of Cardiff Met Asia campus.
- Responsible for the quality and academic standards of the curriculum, lecture materials, lecture delivery, & preparation and conduct of exams.
- Responsible for the continual improvements in academic delivery, pedagogy, examination, markings and students' performance.
- *Responsible for the curriculum design and development of EASB Psychology program, Business Information Management program and Business Management Studies program.*
- *Designed, Implemented and Project Managed the web-based EASB Student Evaluation using Open Source – Limesurvey - (Web-based Survey).*
- Responsible for the overseas partner universities in the area of academic staff exchange, staff development, curriculum content/ delivery, & common marking/assessment standards.
- Involve in the EduTrust certification preparation for UWIC Asia campus.
- Involved and assisted the MIS department in the re-design and porting of the EASB MIS system to open source platform.
- Responsible for the Resource Planning for Cardiff Met Asia campus.

2005- Dec 2016 East Asia Institute of Management Singapore

Senior Lecturer / L & T Lead Instructor

- Responsible for the delivery, development, and management of modules assigned at Postgraduate level.
- Lead Instructor/Trainer for EASB Learning and Teaching Program for new lecturers
- Lead Instructor for Harvard Referencing Workshop
- *Developer & Lead Instructor for Android OS programming workshop*
- *Designed, Implemented and Project Managed the EASB Student Portal (LMS).*
- *Designed, Implemented and Project Managed Academic Portal (LMS).*
- *Project Manager responsible for the EASB website re-design incorporating CMS capability.*
- Module Leader for the EASB Information Technology modules.
- Responsible for Information Technology module study guide write-up

- 2003- 2005 Miyabi Holdings Pte Ltd Singapore
CEO / Director (Strategic Planning)
- Responsible for the corporate strategic planning of the IT-enabled global hair-cut franchise chain (**Corporate Globalisation Implementation**).
 - Involved in the design and development of embedded backend IT systems, the monitoring & logging core for all the outlets' business processes (**e-Commerce Implementation**).
 - Involved in the corporate management of Customer Service Support and HR Training and Customer Complaints Handling programmes (**Customer Service Management**).
 - Involved in the Franchise business process documentation.
 - Involved in the analysis of local culture, taste, requirements and flavour of targeted country of operation (**Localisation**).
- 2002- Jan 2005 Cyberlink Systems Pte Ltd Singapore
Project Consultant
- Involved in corporate Knowledge Management consultancy, and infrastructure formulation.
 - *Consultancy in the implementation and system integration of KM with existing legacy applications & other management systems.*
 - Involved in the consultancy of Organic Waste Management solution using the state-of-art Japanese Ogura systems.
 - Responsible for the integration and implementation of GPRS wireless network, data acquisition systems and remote server backend of QB Shell – a Japanese hair cut franchise chain.
 - *Involved in the implementation of FortiGate's real-time antivirus, firewall, VPN, network intrusion detection and prevention, and traffic-shaping services for QB Shell enterprise network.*
- 2002- Jan 2005 Digital Power Line Communications Sdn Bhd Malaysia
Project Consultant
- *Involved in the implementation of Tenaga Research's field trial of Powerline technology using DS2 products over the low voltage powerline network.*
 - *Responsible for the system integration with the various application softwares to the powerline network.*
 - *Involved in the Universiti Teknologi Malaysia's field trial of Automatic Meter Reading (AMR) over low voltage kilohertz range powerline network.*
 - *Involved in the Tenaga Research's field trial of SCADA using Powerline technology over medium voltage powerline network.*
- 1998- Dec 2001 Freedomtec Inc U.S.A.
Vice President / Technical Director
- *Responsible for the implementation of Next Generation Network Service Provider infra-structure using Clarent & Vocaltec VoIP technology in Asia Pacific region.*
 - *Implemented CheckPoint VPN-1 security firewall systems with CheckPoint engineers.*
 - *Involved in the POP implementation, Concert clearinghouse connection, overseas/ domestic connection using Leased Lines, ISDN (PRI & BRI) and Frame Relay, VoIP Calling Card implementation (Telecommunication Infrastructure Implementation).*
 - *Responsible for the pre-paid Calling Card product launch, formulating sales strategies & marketing plans for Malaysia (Strategy Formulation for New Product Rollout).*
 - *Involved in voice enabling systems (new generation IVR) using L & H Speech Recognition, Natural Language, Veritel Biometric Voice Security Verification & Data Mining technologies for the Telco industries (Product Differentiation Implementation).*
 - *Involved in the formulation of an online web-based Marketing and Sales strategy for the multi-*

tiered pre-paid calling card resellers in the Asia Pacific (**eBusiness implementation**).

- Involved in the development of Middleware Framework Architecture for the voice applications using Nuance, Speechworks & I-Fly language engines (**Middleware Architecture Development**).

1993- Dec 1997

KPS Timber Industries Sdn Bhd

Malaysia

Director of Marketing Product Development

- Responsible for the design of a full-featured Pre-fabricated Timber Roof Truss System (**New Product Development Process**).
- Involved in the software development using Auto LISP, formulation of CAM manufacturing, & formulation of business model and strategy for the product (**New Process Formulation**).
- Responsible for the Timber Product Range (Doors, Treated Timber, Dressed Timber, Windows, Frames) branding, trademarks, positioning, niche marketing analysis & international marketing strategies (**New Marketing Strategies Formulation**).
- Headed and implemented KPS marketing strategy with proven successful track record for all KPS product range (**New Product Launch & Commercialization**).
- Headed the IT Task Force in computerization and overhaul of the production processes (**IT and Manufacturing Integration**).

1990-Dec 1992

McCom Singapore Pte Ltd

Singapore

Technical/ Marketing Manager

- Responsible for all the technical aspects in implementing a Mac-based Pre-Press DTP operation ranging from equipment selection, software/hardware selection & handshake and trouble-shooting as well as formulation & implementation of sales & marketing business plans.

1986-Dec 1989

Singapore Marine Containers Pte Ltd

Singapore

R & D Engineer (Electronics)

- Responsible for the design of container reefer on-board controller unit using Intergraph CAD/CAM dual-screen design workstation.
- Involved in the material sourcing, evaluation, design and testing of a prototype on-board controller unit.
- Involved in the design consultancy, simulating, testing, analysis and prototype manufacturing of container reefer unit.

Patents and Publications

- U.K. Design Registration 2059583 for Multiple Nail Fixing Device (Truss System)
- Malaysia Patent PI9503768 for Multi Nail Plate (Truss System)
- Lim, C.H., Williamson, E., Barlow, A. (2008). Corporate Wikis Supporting Business Partnerships. Annual Lecturer's Conference 2008, London, U.K.

Professional Membership

- Professional Member (MBCS) – The Chartered Institute for IT (UK)
- Member CISI – Chartered Institute for Securities and Investment

Teaching Experience

Strategy First Institute, Yangon, Myanmar

- Fly-in Faculty (for Edinburgh Business School - Heriot-Watt University, UK)
Aug 2016 - Present

University of Southern Queensland, Australia

- Appointed Adjunct Lecturer – MPA Programme
- Appointed Advisor – MPS Programme
2010 - 2015

Cardiff Metropolitan University, UK

- Appointed Adjunct Lecturer – MBA & 3rd Year Programmes
2008 - Present

Queen Margaret University, Scotland, UK

- Appointed Adjunct Lecturer – MBA & 3rd Year Programmes
2008 - Present

Glasgow Caledonian University, Scotland, UK

- Exchange Lecturer – MBA & 3rd Year BA Programmes
7th Oct 2007 – 20th Oct 2007

CICOM, Japan

- Trainer – MBA contents & Strategy Planning
(for Massachusetts Institute of Technology, USA)
Jan 2007 – June 2008

EASB Institute of Management, Singapore

- Lead Instructor – Learning & Training Programme
(for EASB Institute of Management)
Jan 2008 – Dec 2016
- Senior Lecturer – MBA Programme
(for Edinburgh Business School - Heriot-Watt University, UK)
Dec 2004 - Present
- Senior Lecturer – Diploma & Advanced Diploma Programmes
(for EASB Institute of Management)
Feb 2004 – Dec 2016
- Senior Lecturer – MBA & 3rd Year BA Programmes
(for Queen Margaret University, UK)
Dec 2004 - Dec 2016
- Senior Lecturer – 3rd Year BA Programmes
(for Glasgow Caledonian University, UK)
Dec 2004 – July 2008
- Senior Lecturer – MBA & 3rd Year BA Programmes
(for University of Wales Institute Cardiff, UK)
Dec 2005 - Dec 2016

Knowledge Window Asia Pacific Training Centre Pte Ltd, Singapore

- Adjunct Lecturer – MSc in Enterprise Resource Planning (MIT module)
(for Victoria University, Australia)
April 2009
- Adjunct Lecturer – MSc in Enterprise Resource Planning (Research Methods module)
(for University of Sunderland, Australia)
May 2009

Auston Institute of Management Pte Ltd, Singapore

- Adjunct Lecturer – MBA programme (Project Management module)
(for Coventry University, Australia)
June 2009

Asian Centre for Professional Excellence, Singapore

- **Adjunct Lecturer – MBA, BBA & Diploma Programmes**
(for Entrepreneurship Institute Australia & Tourism Institute Australia)
Jan 2005 – Dec 2006

ITE College, Singapore

- **Entrepreneurship Trainer – Shell LiveWIRE Programme**
Feb 2005

Hartford Institute of Management, Singapore

- **Adjunct Lecturer and Course Material Developer – Diploma Programmes**
(for Hartford Institute of Management)
Dec 2003 – Dec 2005
- **Adjunct Lecturer – PhD, Master and Bachelor Programmes**
(for Central Queensland University, Australia)
July 2002 – Dec 2006
- **Adjunct Lecturer – Bachelor Programmes**
(for University of Huddersfield, U.K.)
July 2003 Diet

Ministry of Education, Singapore

- **Part-time Relief Teacher (English Medium)**
Nov 2001-Dec 2002
- **IT Instructor (Singapore National IT Literacy Programme)**
Nov 2001-May 2002

NOTE: Appendix 1 – Listing of taught modules – upon request

Achievements

East Asia Institute of Management

- Maintains Postgraduate department as one of the largest in Singapore – SBR Sep 2015
- Achieved 134% Increase of Postgraduate Student Population from Q1-2009 to Q4-2010
- Authorised key personnel in the document compilation and application for 55 courses approval with CPE. Some of these courses include MSc Nursing, MBA (Chinese Version), Advanced Diploma in Aeronautical Engineering/Mechanical Engineering and PGCert/Diploma in Learning and Teaching in Higher Education.
- Was instrumental in the launching of several key courses, the most current being BA (Hons) International Business, BSc (Hons) Sports Business Management, MBA (Chinese Version) BSc (Hons) Hospitality Business Management with Conference and Events and others.
- Has actively been involved in university and professional body collaborations including those of Sheffield Hallam University, Aston University, University of Reading, CPA (Australia), LCCI, CISI and CIM.
- Key developer of new curriculum and programmes – successfully created more than 15 CPE approved programmes.
- Has organised multiple institutional level events including the Annual Academic Convention, Sports Day, and Graduation Ceremonies.
- Is a key person in the appointment of lecturers for approval for the Postgraduate programmes.
- Has successfully negotiated and coordinated the ongoing Deloitte internship for business management and finance postgraduate students.

Management Development Institute of Singapore

- MDIS Business School awarded as Singapore's largest MBA programmes and largest provider for 2017 – Singapore Business Review Awards 2017
- Achieved surplus of 2.2 million for 2017; an increase of 82% from 2016

Awards

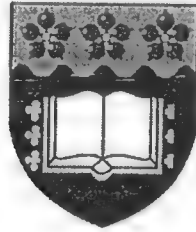
- EASB Institute of Management - Best Lecturer Award – 2006
- EASB Institute of Management - Meritorious Award – 2007
- EASB Institute of Management - Best Lecturer Award – 2008
- EASB Institute of Management - Long Services Award – 2009
- EASB Institute of Management - Long Services Award – 2015
- EASB Institute of Management - Appreciation Award – 2016

Referrals

Dr Tan Jing Hee
Executive Director / Chairman of Academic Board
East Asia Institute of Management
9, Ah Hood Road
Singapore 329975
Tel: +65 6351 7802
Email: jinghee_tan@easb.edu.sg

Dr Janson Yap
Regional Managing Partner,
Enterprise Risk Services,
Deloitte Singapore & Southeast Asia
Tel: +65 6216 3119
Email: jansonyap@DELOITTE.com

University of Wollongong



Lim Chai Hwa

has this day been admitted by the Council to the Degree of

Master of Information Technology Management

The Common Seal of the University was affixed hereto on

29 November 2002

in the pursuance of a Resolution of the Council as witness the hands of



M. Codd
Chancellor

David Rennie
Vice-Principal (Administration)

in whose presence the seal was affixed.



JAMES COOK UNIVERSITY

By the authority of the Council we certify that

LIM CHAI HWA

has on 22 May 2009 been admitted to the degree of

MASTER OF EDUCATION

Given under the seal of the
James Cook University


Vice-Chancellor
and President


University Secretary


Deputy Vice-Chancellor
(University Services) and Registrar

RESUME

1.	<u>Personal Details</u> <table><tr><td>Name</td><td>Dr. Wong Kim Sing (Shawn)</td></tr><tr><td>NRIC</td><td>S7167694C</td></tr><tr><td>Gender</td><td>Male</td></tr><tr><td>Nationality</td><td>Malaysian (Singapore PR)</td></tr><tr><td>Country of Birth</td><td>Malaysia</td></tr><tr><td>Date of birth</td><td>21 January 1971</td></tr><tr><td>Age</td><td>47</td></tr><tr><td>Marital Status</td><td>Married, with two children</td></tr><tr><td>Home Address</td><td>17, Compassvale Road #06-12, Singapore 544752.</td></tr><tr><td>Contact Number</td><td>+65 92300555 (Mobile)</td></tr><tr><td>E-mail</td><td>shawnsksw2k6@yahoo.com</td></tr></table>	Name	Dr. Wong Kim Sing (Shawn)	NRIC	S7167694C	Gender	Male	Nationality	Malaysian (Singapore PR)	Country of Birth	Malaysia	Date of birth	21 January 1971	Age	47	Marital Status	Married, with two children	Home Address	17, Compassvale Road #06-12, Singapore 544752.	Contact Number	+65 92300555 (Mobile)	E-mail	shawnsksw2k6@yahoo.com
Name	Dr. Wong Kim Sing (Shawn)																						
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Marital Status	Married, with two children																						
Home Address	17, Compassvale Road #06-12, Singapore 544752.																						
Contact Number	+65 92300555 (Mobile)																						
E-mail	shawnsksw2k6@yahoo.com																						
2.	<u>Educational Background</u> <u>Postgraduate Studies</u> 1. Doctor of Business Administration (DBA) <ul style="list-style-type: none">University of South Australia (Australia), 2002-2007. 2. Master of Business Administration (MBA) <ul style="list-style-type: none">Heriot-Watt University (UK), 1994-1996. <u>Professional Qualifications</u> 1. Graduate Diploma in E-Commerce Marketing <ul style="list-style-type: none">Marketing Institute of Singapore (Singapore), 2000-2001. 2. Diploma in Marketing <ul style="list-style-type: none">Chartered Institute of Marketing (UK), 1992-1994.																						

3.	<p><u>Membership of Professional Bodies</u></p> <p>1. Chartered Marketer</p> <ul style="list-style-type: none"> Chartered Institute of Marketing (UK), 2007 – 2017 <p>2. Full Membership (MCIM)</p> <ul style="list-style-type: none"> Chartered Institute of Marketing (UK), 1995 – 2017
3.	<p><u>Employment History</u></p> <p>1. Director, Shawn & Diana Consulting LLP (Singapore)</p> <ul style="list-style-type: none"> 2014 - Present Responsible for managing consulting projects & organising corporate training programmes <p>2. Adjunct Lecturer, Singapore Institute of Management (SIM), Singapore</p> <ul style="list-style-type: none"> July 2011 – Present See Section 4 (Teaching Experience) for more details <p>3. Adjunct Lecturer, Kaplan Higher Education Academy, Singapore.</p> <ul style="list-style-type: none"> April 2009 – Present See Section 4 (Teaching Experience) for more details <p>4. Adjunct Lecturer, East Asia Institute of Management, Singapore.</p> <ul style="list-style-type: none"> July 2008 – Present See Section 4 (Teaching Experience) for more details <p>5. Senior Manager cum Lecturer, Lecturer Management, Academic Affairs, Management Development Institute of Singapore (MDIS), Singapore.</p> <ul style="list-style-type: none"> Jan 2008 – July 2008 Responsible for recruiting, selecting and managing full-time and part-time lecturers Coordinated the project on the standardization of notes

- Led the Edith Cowan University Matrix Team at MDIS UniCampus
- Conducted dissertation briefing for students pursuing master's degree
- Conducted the 'Effective Examination Techniques' lesson to fresh full-time diploma students
- See Section 4 (Teaching Experience) for more details

6. Head of Academics, Sunway College Johor Bahru (Malaysia)

- Aug 2007- Dec 2007
- Responsible for maintaining and improving the academic quality of the programs offered
- Managed 7 program coordinators, 22 full-time lecturers and 20 part-time lecturers
- Ensured quality of the diploma programs meet the requirements of the National Accreditation Board & the Ministry of Higher Education
- Developed new postgraduate programs with foreign partner universities

7. Head, Department of Management, School of Business and Management, Southern University College (Malaysia)

- Jan 2002 - July 2007
- Responsible for four programs of the department: Diploma in Business Administration, Diploma in Marketing and Diploma in International Business and Diploma in Logistics Management
- Managed 12 full-time and part-time lecturers
- Ensured quality of the diploma programs meet the requirements of the National Accreditation Board & the Ministry of Higher Education
- Developed new business programs with foreign partner universities
- Conducted career counseling during open days and in educational fairs.
- See Section 4 (Teaching Experience) for more details

	<p>8. Lecturer, School of Business and Management, Southern University College (Malaysia)</p> <ul style="list-style-type: none"> • May 1996- Dec 2001 • See Section 4 (Teaching Experience) for more details <p>9. Marketing Manager, Top Dragon Sdn Bhd (Malaysia)</p> <ul style="list-style-type: none"> • Jan 1993 - April 1997 • Responsible for developing marketing strategies for industrial products including bolts, nuts, oil seals, machine parts in the Malaysian and regional markets; Evaluating marketing performance and suggesting areas of improvement; Business branding and customer relationships building <p>10. Marketing Executive, Top Dragon Sdn Bhd (Malaysia)</p> <ul style="list-style-type: none"> • April 1992 – Dec 1992 • Responsible for achieving sales targets, creating new customer accounts, servicing and retaining existing customers in the Malaysian and regional markets.
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- Consumer and Buyer Behaviour – University College Dublin (UCD) BBS
- Marketing Research – University College Dublin (UCD) BSc
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- Marketing Strategy – Northumbria University (UK) MSc
- Marketing Communications – Murdoch University (Aust) BCom

3. Adjunct Lecturer, East Asia Institute of Management, Singapore.

- July 2008 – Present
- Conducted lectures for these part-time and full-time courses:
 - Organisational Behaviour – Heriot-Watt University (UK) MBA
 - Marketing – Heriot-Watt University (UK) MBA
 - Strategic Planning – Heriot-Watt University (UK) MBA
 - Competitive Strategies – Heriot-Watt University (UK) MBA
 - Strategic Management - Queen Margaret University (UK) MBA
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	<p>5. Head, Department of Management, School of Business and Management, Southern University College (Malaysia)</p> <ul style="list-style-type: none"> • Jan 2002 - July 2007 • Conducted lectures for these courses at diploma level: <ul style="list-style-type: none"> ◦ Integrated Marketing Communication ◦ International Marketing ◦ International Business ◦ Strategic Management <p>6. Lecturer, School of Business and Management, Southern University College (Malaysia)</p> <ul style="list-style-type: none"> • May 1996- Dec 2001 • Conducted lectures for these courses at diploma level: <ul style="list-style-type: none"> ◦ Management & Organization Behavior ◦ Marketing Communication ◦ Consumer Behavior ◦ Marketing Management ◦ Marketing Research ◦ International Business
5.	<p>Service Contributions to School/College/University</p> <p>2012-2015 External Examiner (Marketing) - MBA & MSc, University of Buckingham (UK)</p> <p>2009-2011 Subject Matter Expert (Marketing), Kaplan Higher Education Academy.</p> <p>2009-2010 External Moderator (Managing Business Projects & Cross Cultural Awareness), NCC Education (South East Asia).</p>
6.	<p>Professional Contribution</p> <p>Committee Member</p> <ul style="list-style-type: none"> • Chartered Institute of Marketing (Singapore Branch), 2011 – 2013

7.	<p>Awards and Recognition</p> <ul style="list-style-type: none"> • Teaching Excellence Award (Silver), Kaplan Higher Education Academy, 2010.
8.	<p>Language Skills</p> <p><u>Languages</u></p> <ul style="list-style-type: none"> • Spoken English, Chinese, Malay. • Written English, Chinese, Malay.

RESUME

1.	<p><u>Personal Details</u></p> <p>Name Dr. Wong Kim Sing (Shawn) NRIC S7167694C Gender Male Nationality Malaysian (Singapore PR) Country of Birth Malaysia Date of birth 21 January 1971 Age 47 Marital Status Married, with two children Home Address 17, Compassvale Road #06-12, Singapore 544752. Contact Number +65 92300555 (Mobile) E-mail shawnsksw2k6@yahoo.com</p>
2.	<p><u>Educational Background</u></p> <p><u>Postgraduate Studies</u></p> <p>1. Doctor of Business Administration (DBA)</p> <ul style="list-style-type: none">University of South Australia (Australia), 2002-2007. <p>2. Master of Business Administration (MBA)</p> <ul style="list-style-type: none">Heriot-Watt University (UK), 1994-1996. <p><u>Professional Qualifications</u></p> <p>1. Graduate Diploma in E-Commerce Marketing</p> <ul style="list-style-type: none">Marketing Institute of Singapore (Singapore), 2000-2001. <p>2. Diploma in Marketing</p> <ul style="list-style-type: none">Chartered Institute of Marketing (UK), 1992-1994.

3.	<p><u>Membership of Professional Bodies</u></p> <p>1. Chartered Marketer</p> <ul style="list-style-type: none"> Chartered Institute of Marketing (UK), 2007 – 2017 <p>2. Full Membership (MCIM)</p> <ul style="list-style-type: none"> Chartered Institute of Marketing (UK), 1995 – 2017
3.	<p><u>Employment History</u></p> <p>1. Director, Shawn & Diana Consulting LLP (Singapore)</p> <ul style="list-style-type: none"> 2014 - Present Responsible for managing consulting projects & organising corporate training programmes <p>2. Adjunct Lecturer, Singapore Institute of Management (SIM), Singapore</p> <ul style="list-style-type: none"> July 2011 – Present See Section 4 (Teaching Experience) for more details <p>3. Adjunct Lecturer, Kaplan Higher Education Academy, Singapore.</p> <ul style="list-style-type: none"> April 2009 – Present See Section 4 (Teaching Experience) for more details <p>4. Adjunct Lecturer, East Asia Institute of Management, Singapore.</p> <ul style="list-style-type: none"> July 2008 – Present See Section 4 (Teaching Experience) for more details <p>5. Senior Manager cum Lecturer, Lecturer Management, Academic Affairs, Management Development Institute of Singapore (MDIS), Singapore.</p> <ul style="list-style-type: none"> Jan 2008 – July 2008 Responsible for recruiting, selecting and managing full-time and part-time lecturers Coordinated the project on the standardization of notes

- Led the Edith Cowan University Matrix Team at MDIS UniCampus
- Conducted dissertation briefing for students pursuing master's degree
- Conducted the 'Effective Examination Techniques' lesson to fresh full-time diploma students
- See Section 4 (Teaching Experience) for more details

6. Head of Academics, Sunway College Johor Bahru (Malaysia)

- Aug 2007- Dec 2007
- Responsible for maintaining and improving the academic quality of the programs offered
- Managed 7 program coordinators, 22 full-time lecturers and 20 part-time lecturers
- Ensured quality of the diploma programs meet the requirements of the National Accreditation Board & the Ministry of Higher Education
- Developed new postgraduate programs with foreign partner universities

7. Head, Department of Management, School of Business and Management, Southern University College (Malaysia)

- Jan 2002 - July 2007
- Responsible for four programs of the department: Diploma in Business Administration, Diploma in Marketing and Diploma in International Business and Diploma in Logistics Management
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University of South Australia



BY THE AUTHORITY OF THE UNIVERSITY COUNCIL

WONG KIM SING

HAVING FULFILLED THE REQUIREMENTS PRESCRIBED BY
THE UNIVERSITY HAS BEEN AWARDED THE

DOCTOR OF
BUSINESS ADMINISTRATION

IN EVIDENCE OF WHICH THE SEAL OF THE UNIVERSITY IS AFFIXED
THIS 17TH DAY OF AUGUST 2007

David Klingberg AM
Chancellor



Peter Høj
Vice Chancellor and President

Name Wong Kim Sing
 Student ID 100025688
 Issue Date 30 July 2007



University of
 South Australia

Official Academic Transcript

Program Summary

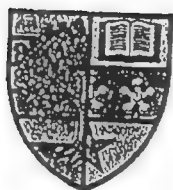
Conferred Programs

Program Code OPBA
 Program Name Doctor of Business Administration
 Status Conferred on 17 August 2007
 Thesis Title IMC: Building a Malaysian Private College Brand
 Post-Nominals DBA
 Program GPA 5.458

Year	Program	Course Code	Course Description	Units	Grade
2006	OPBA	BUSS 5270	Research Portfolio: Portfolio of Papers	4.50	Non-Graded Pass
2005	OPBA	BUSS 5269	Research Paper 3: Implications for Practice	9.00	Non-Graded Pass
	OPBA	BUSS 5268	Research Paper 2B: Research and Findings	4.50	Non-Graded Pass
	OPBA	BUSS 5266	Research Paper 1: Broad Concepts and Literature Review	18.00	Non-Graded Pass
	OPBA	BUSS 5267	Research Paper 2A: Research and Findings	18.00	Non-Graded Pass
2004	OPBA	BUSS 5264	Management Research: Design, Methodologies and Practice	9.00	Credit
	OPBA	BUSS 5265	Research Project Development Proposal	9.00	Distinction
	OPBA	BUSS 5262	Change in Business and Organisational Processes	9.00	Credit
	OPBA	BUSS 5263	Annotated Literature Review	9.00	Distinction
	OPBA	BUSS 5259	Doctoral Management Research Perspectives	4.50	Credit
	OPBA	BUSS 5260	International Business and Global Management Trends	9.00	Distinction
	OPBA	BUSS 5261	Analysis and Critique of Research-based Literature	4.50	Pass Level 1

End of Academic Record

Lucy Schulz
 Academic Registrar



HERIOT-WATT UNIVERSITY

We, the undersigned Principal and Vice-Chancellor of the University, the Dean of the Faculty of Economic and Social Studies, and the Secretary of the University, certify that

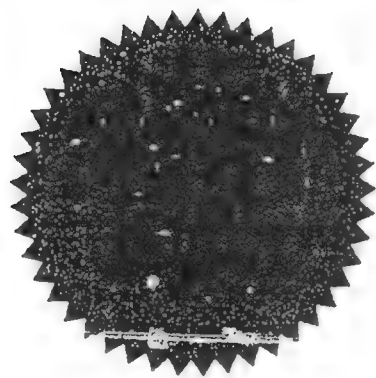
Wong Kim Sing

*has duly completed an approved course of study and satisfied the examiners
and, by resolution of the Senate, been awarded the degree of*

Master of Business Administration

and is entitled to all the academic privileges attendant thereto.

*In witness whereof this certificate is sealed with the Common Seal
of the University on the Tenth day of July 1996.*



<i>Alistair G. Macfarlane</i>	<i>Principal and Vice-Chancellor</i>
<i>Pauline Weetman</i>	<i>Dean of the Faculty of Economic and Social Studies</i>
<i>Kate L Wilson</i>	<i>Secretary of the University</i>



Heriot-Watt University
Edinburgh

Senior Assistant Registrar
Norma-Ann Coleman, MA

MBA PROGRAMME
STATEMENT OF COURSES EXAMINED AND GRADES AWARDED

Name: Wong, Kim Sing, Mr
Matriculation No: 9411719977997
Date of Birth: 21-Jan-1971

Issued: 25-Jan-96

Courses

Course	Date	Grade
Decision Making Techniques	D94	A
Organisational Behaviour	J94	A
Economics	D94	B
Finance	D95	B
Strategic Planning	D95	B
Quantitative Methods	J93	B
Negotiation	J94	B
Accounting	J95	B
Marketing		E

Total Number of Courses Completed: 9

Grade	Description	Bands
X	A with Distinction	over 80
A	A	65 - 80
B	B	50 - 64
C	C	45 - 49
F	Fail	less than 45
E	Exempted	
P	Compensatory Pass	

Grades X, A, B, E and P are qualifying grades
for MBA degree. 9 successfully completed courses
comprise MBA degree.

Signed: *Norma-Ann Coleman*
Senior Assistant Registrar



THE QUEEN'S
ANNIVERSARY PRIZES
1994

Heriot-Watt University
Edinburgh EH14 4AS
Tel: 0131-449 5111 (Switchboard)
0131-451 3368 (Direct line)
Fax: 0131-449 5153
E-mail: N.A.Coleman@admin.hw.ac.uk
www: http://www.hw.ac.uk/



The Chartered Institute of Marketing

Shawn Kim Sing Wong

Has demonstrated a commitment to continuing professional development as an experienced marketing practitioner and is hereby entitled to use the designation of

Chartered Marketer

for the period of July 2008 to June 2009

Paul Judge

Sir Paul Judge, President



Chris Lenton

Chris Lenton, Chairman

Patron HRH The Prince Phillip Duke of Edinburgh KG KT



Patron: H R H The Prince Philip, Duke of Edinburgh, K G, K T

The Chartered
Institute of Marketing

THIS IS TO CERTIFY
that

Kim Oing Wong

has this day been elected a Member of the Institute

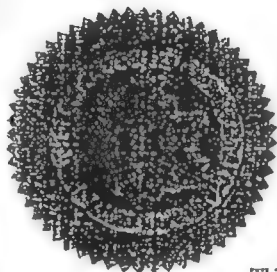
President

National Chairman

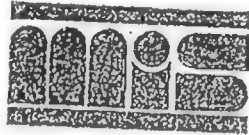
Vice Chairman

October 1995

Date



This certificate is the property of The Chartered Institute of Marketing
and must be returned to the Secretary when requested on the instructions of Council



MARKETING
INSTITUTE OF
SINGAPORE

GRADUATE DIPLOMA IN E-COMMERCE MARKETING

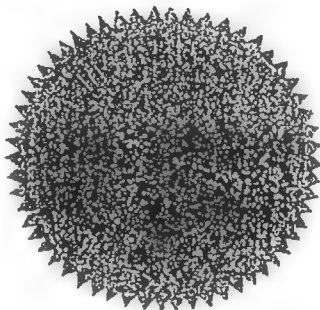
It is hereby certified that

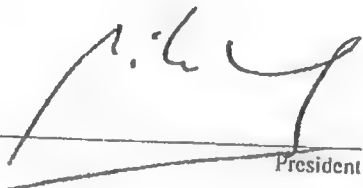
Wong Kim Sing Shawn

having attended the prescribed course and successfully
passed the required examinations was awarded the
Graduate Diploma in E-Commerce Marketing

on

29 September 2001




President


Executive Director



TRANSCRIPT OF ACADEMIC RECORDS

Name: Wong Kim Sing, Shawn

IC/PP No.: A7938726

Programme: Graduate Diploma in E-Commerce Marketing

Intake: 2

Date of Commencement: 17/07/2000

Date: 16/07/2001

Semester	Subject Code	Subject	Grade
1	GDEM101	Marketing Management	EX
	GDEM102	Marketing Research Techniques	B
	GDEM103	Electronics Commerce Management	C
2	GDEM201	Supply Chain Management	C
	GDEM202	Internet & M'media Applications for Mktg	C
	GDEM203	Strategic Mktg & E-Commerce Applications	C

DTL:240164

COMMERCIAL PD

GRADES:

A - Distinction (80 & Above)
B - Credit (70 - 79)
C - Fairly Good Pass (60 - 69)
D - Pass (50 - 59)
F - Fail (0 - 49)

FF - Fail (absent from examination without reason)
ABS - Absent from examination with reason
EX - Exempted from examination
P - Pass at Supplementary Examination
BA - Barred from examination

for Executive Director



Patron: H R H The Prince Philip, Duke of Edinburgh, K G, K T

The Chartered
Institute of Marketing

Diploma in Marketing

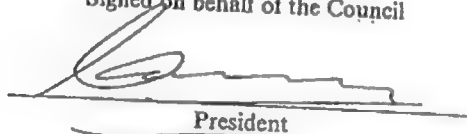
This Award is made to

Kim Sing Wong

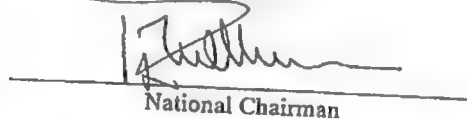
who has fulfilled the requirements
of the Institute's examiners
at the Diploma Examination held in

June 1994

Signed on behalf of the Council



President



National Chairman



Vice Chairman



The Chartered Institute of Marketing

Education & Training Services

Candidate: Kim Sing Wong

Student Registration Number: 1337807

08/08/1994

LETTER OF TESTIMONY

This is to certify that the above mentioned candidate is a registered student of the Chartered Institute of Marketing and has passed (or has been granted exemptions) in the following subjects leading to the award of the Certificate and/or Diploma in Marketing.

Session:	Subject:	Grade:
93J	Fundamentals of Marketing	X
93J	Economics	X
93J	Principles & Practice of Selling	X
93J	Quantitative Studies (Statistics)	X
93J	Practice of Marketing	X
93J	Business Law	X
93J	Behavioural Aspects of Marketing	X
93J	Financial Aspects of Marketing	X
93J	Practice of Sales Management	X
94J	International Marketing	C
93D	Marketing Planning & Control	C
93D	Marketing Communications	C
93D	Marketing Management (Analysis & Decision)	C

Award: Diploma in Marketing

The course has 'A' level entry and leads to an award equivalent with graduate status. CIM diploma holders may apply for places on postgraduate courses at a number of UK and overseas universities. A qualified member of CIM has professional recognition to work anywhere in the EU.

B D North MA MCIM
Education Administration Manager

62



College of Marketing

Division of CIM Holdings Limited
Registered Company No 2585613

CURRICULUM VITAE YANG XIAOQI

Personal Particulars

- Address Blk 1A Cantonment Rd, #05-07
Singapore 085101
- Telephone (65) 6834 4439
- Handphone (65) 9029 2559
- Email Address yg_xiaoqi@hotmail.com
- Date of Birth 8th July 1981
- Citizenship Singaporean
- IC no. S8120140D
- Marital Status Married
- Membership Chartered Accountant (ISCA)



Objective

A long-term lecturing / curriculum development position in an established organisation that enables me to develop my potential to the fullest.

Personal Attributes

- 8+ years experience managing staff
- Fast learner and able to cope in a fast-paced environment
- Strong analytical, presentation and interpersonal skills
- Possess leadership skills and team oriented
- Able to enforce policies with kindness and authority
- Able to be flexible, proactive and resourceful
- Effectively bilingual (written and oral)

Education

- 2016 **University of Bath, UK**
 - EdD candidate
- 2015 **Institute of Adult Learning**
 - ACTA version 4.0
- 2009 - 2014 **University of Bath, UK**
 - Masters of Education (with Merit)
- 2008 – 2009 **Singapore Human Resources Institute (SHRI)**
 - Graduate Diploma in Training and Development (*Bronze Award*)
- 2000 - 2003 **Nanyang Technological University (NTU) of Singapore**
 - Bachelor of Accountancy (*2nd Class Hon*) with Minor in Chinese
- 1998 - 1999 **Anderson Junior College (AJC)**
 - GCE 'A' Level Certificate with 2 Special Papers in Economics and Mathematics C

CURRICULUM VITAE
YANG XIAOQI

Continuous Education / Other Qualifications

- 2016 **Civil Service College**
- Managing Tension – A Core Leadership Skill for MOE
- 2014 **Lifesteps Pre Ltd**
- 8-Week Mindfulness Based Stress Reduction Course (MBSR)
- 2013 **National Community Leadership Institute (NACLI)**
- Becoming a High Performing Mentor
- 2010 **Singapore Institute of Management Professional Development**
Authorized by Louis Allen Worldwide
- How to Succeed as a Middle-Level Manager

Work Experience

Adjunct Lecturer

1 Jul' 15 – to date

Accounting, Finance and Auditing related modules

- Currently lecturing at the following institutions:
 - a) Singapore University of Social Sciences (formerly known as SIM University)
 - b) Kaplan Learning Institute
 - c) Kaplan Higher Education Institute
 - d) East Asia Institute of Management (EASB)
- Specializes in the delivery of Accounting, Auditing and Finance related modules
- Involves in the development of teaching materials, setting of assignments and exams, marking and moderation of exam results as well as providing relevant learning support to students
- Able to forge strong rapport with students in a short time, and sensitive to their learning needs and styles so as to adjust my teaching method accordingly
- Achieved targets set for passing rate and student evaluation

CURRICULUM VITAE
YANG XIAOQI

University / Institution	Programme	Module Title	Period taught
Singapore University of Social Sciences	Bachelor of Accountancy	Managerial Accounting	Since July 2015
Kaplan Learning Institute	Singapore Chartered Accountants Qualification	Foundation - Assurance	Since July 2015
	ACCA	F8 – Assurance	Since July 2016
University of Essex / Kaplan Higher Education	BSc (Hons) in Accounting and Finance	Auditing Current Issues in Financial Reporting Financial Reporting & Analysis Managerial Accounting	Since July 2015
University of Portsmouth / Kaplan Higher Education	B.A (Hons) in Accountancy & Financial Management	Auditing	Since Sept 2016
Royal Holloway, University of London / Kaplan Higher Education	BSc (Hons) in Management with Accounting	Strategic Management Accounting	Since Sept 2016
Queen Margaret University / East Asia Institute of Management	MBA in Hospitality Management	Economics Financial Management	Since July 2015
	MSc in International Management and Leadership with Hospitality	Introduction to Finance and Management Accounting	Since July 2017
Cardiff Metropolitan University / East Asia Institute of Management	MBA	Management of Finance	Since Oct 2016
Nanyang Polytechnic	Diploma Plus (ACCA Collaboration)	F7 – Financial Reporting	Since Sept 2017

CURRICULUM VITAE
YANG XIAOQI

MOE – Geylang Methodist School (Primary)
Administration Manager

17 Apr'13 – 31 Jul'16

(1) Key achievements/milestones

- Joined current school when there was a manpower crunch at the General Office
- For two months in 2013, there was only myself (AM) and a Management Support Officer (MSO) at the General Office supporting 120 teachers and 1,650 pupils
- Single-handedly prepared all the necessary documents for MOE Internal audit in Sept 13 during the manpower shortage
- Assembled a full team of 4 MSOs for the General Office within 12 months, 2 of which are experienced MSOs from other schools.
- Supervises the general administrative support staff such as the clerical officers and office attendants.
- Re-organized the job scopes of the various MSOs and also re-designed the various Standard Operating Procedures (SOPs) in the administrative department, harnessing the benefits of Information Technology to increase productivity in the process.

(2) Accounting & Finance matters

- Manages the school financial system - IFAAS as well as the School Management Committee (SMC) finances
- Approving Officer for all expenses under MOE IFAAS system
- Supervises the collection of fees and revenue for the school
- Manages and monitors School Budget
- Advises School leaders and Key Personnel of the usage of various MOE's funding
- Manages the fund raising account (S\$2mil to date) as well as the expenditures for ongoing school upgrading (onsite PERI upgrading)
- Ensures that effective and efficient systems and procedures are in place and are complied with by staff performing financial duties

(3) Human Resources

- Co-ordinates all personnel matters of administrative staff and leave and medical matters of all school staff
- Carries out personnel administration for all teaching and non-teaching staff as assigned by the Principal or Vice-Principal
- Approving Officer for submission of medical claim forms
- Buys support staff services e.g. library technicians, supplementary clerical support

(4) Procurement

- Ensures that procurement in the school adheres to the MOE procurement guidelines
- Provided advice to School Leaders and teachers on procurement matters
- Processes and evaluates quotations from GeBIZ, puts up recommendations to Principal for approval
- Procures teaching materials and supplies for the school

(5) Store Inventory and Management

CURRICULUM VITAE
YANG XIAOQI

- Ensures that there is regular stock-taking of school physical stocks by the MOE appointed Fixed Asset Management agent - ST Synthesis
- Ensures that all procurement and condemnation of fixed assets are promptly updated to ST Synthesis
- Accounts for and conducts annual stock-take of school physical items by ST Synthesis

New Asia Academy
Director of Corporate Services
Acting Director of Administration

15 Nov'11 – 12 Apr'13

(1) Accounting & Finance matters

- Handled full set of accounting (AP/AR/GL)
- Prepared monthly financial and audit reports
- Prepared month-end closing of Accounts
- Handled all aspects of local taxation requirements
- Ensured accuracy and maintain up to date records

(2) IT matters

- Troubleshoot all technology issues
- Maintained records of repairs and maintenance
- Made recommendations about purchase of technology resources
- Provided network access to all staff and students
- Loaded all required software
- Provided network accounts and passwords as required
- Monitored security of all technology

(3) Facilities

- Supervised procurement, maintenance and upgrades of furniture, utilities, computers, security systems, office and teaching equipment and signages for the school premises
- Addressed complaints/concerns on facilities and infrastructure
- Recorded maintenance work in a timely manner
- Ensured that environment is generally clean and conducive for teaching and learning

(4) Student Services

- Monitoring of outstanding student fee collections
- Conducted student counselling for students transferring out of school
- Followed up with students who are absent for at least 3 days
- Up-keeping of the school's student feedback system

(5) Quality management

CURRICULUM VITAE
YANG XIAOQI

- Compiled and maintain the school's policy and operation manuals
- Reviewed documentation requirements for CPE's Enhanced Registration Framework (ERF) and Edutrust certifications
- Carried out regular internal process audits and submit department reports
- Monitored proper implementation of the school's policies and processes

(6) Human Resources

- Handled full spectrum of HR functions including staffing, compensation & benefits, payroll administration, training & development, staff welfare and organizational development
- Conducted new staff orientation
- Identified the learning needs, identify competency gap, developing and implementing the annual total training plan and managing & evaluating the training programmes
- Maintained close contact with respective government authorities with regards to the Employment Act and other employment related matters
- Kept abreast of local policies with regards to compensations and benefits, recruitment, training and development

Maternity Break

Mar'11 - Oct'11

East Asia Institute of Management

23 Jun'08 – 28 Feb'11

*Assistant Head of School for Cardiff Metropolitan University (CMU) and University of Southern Queensland (USQ); and
Lecturer*

- Accounting related modules (Principles of Accounting, Cost Accounting, Corporate Finance, Accounting in Hospitality Tourism, Auditing and Corporate Governance)
- Assisted the Director of School in the day-to-day management of the Cardiff Metropolitan University (CMU) and University of Southern Queensland (USQ) programmes, including Business Management, Accounting, Supply Chain Management, Hospitality and Tourism Management, Casino Management and Psychology
 - Met targets set for enrolment, attendance (90% for international students), passing rates (90% passing rate) and student evaluation
 - Ensured high academic quality and standard of the curriculum
 - Developed teaching materials (Diploma to Degree) for Accounting and Auditing modules which included the following:
 - (a) Financial Accounting I and II
 - (b) Auditing and Assurance
 - (c) Management Accounting
 - (d) Corporate Finance
 - (e) Financial Management
 - Assessment and feedback on performance of lecturers
 - Promoted quality learning, teaching environment and support student care, welfare and progress
 - Founding President of Henderson Hawks Toastmasters Club and founded the Henderson Campus Fusion band (comprising Western and Chinese instruments).

CURRICULUM VITAE
YANG XIAOQI

- Received affirmations and compliments from students for being a dedicated and responsible lecturer (when students are featured in newspaper write-ups)

Dimensions Education Group
Lecturer, Certified Accounting Technician (CAT),
Principles of Accounts (GCE 'O' Level and
Additional and Elementary Mathematics

1 May'07-31 May'08

- Responsible for delivering lectures/tutorials in the subject knowledge
- Designed course curriculum in the subject knowledge
- Monitored and maintained high student morale and motivation
- Ensured student discipline
- Average classroom size of 40 to 80 students (local and foreign) per session

Ocean Business School Pte Ltd
Lecturer
LCCI Higher Accounting Level 3 (Diploma)

16 Jan'07- 31 Dec'07

Hotel Properties Limited (HPL)
Accountant, Member of ICPAS

22 Jun'06 - 7 Feb'07

- Responsible for financial accounting functions of designated subsidiaries, associates and joint ventures
- Ensured compliance with accounting and operating procedures
- Preparation of timely financial and management reporting and preparing consolidated accounts
- Performance review and analysis, budgeting, forecasting and cash flow management
- Implementing and monitoring internal controls to safeguard the company's assets and interests
- Ensured compliance with statutory reporting requirements, financial accounting regulations and assisted in operations management to improve efficiency and profit margins

KPMG (Big 4 public audit firm)
Senior Associate, Member of ICPAS

1 Aug'03 – 20 Jun'06

- Review of clients' procedures and internal controls
- Analysis of the financial statements and budget

CURRICULUM VITAE

YANG XIAOQI

- Ascertained that accounting practices and records were in compliance with statutory and group accounting policies
- Vast exposure to issues in the areas of group consolidation, net economic value (NEV), taxation, inter-company transactions, financial instruments and financial reporting
- Proficient in the Singapore Financial Reporting Standards, International Accounting Standards, Singapore Standards of Auditing and the SGX listing requirements
- Led and managed audit team towards achievement of common goal
- Managed time and tight deadlines with attention to details
- Familiar with SAP, Oracle and ACCPAC accounting software
- Varied clientele under portfolio, mainly manufacturing, hospitality, property management, architectural and trading firms
- Companies in portfolio include:
 - The Ascott Group Limited (Public listed);
 - Transit Mixed Concrete Group (Public listed);
 - RC Hotels Group (Raffles The Plaza hotel, Swissotel The Stamford hotel and RafflesAmrita Spa); and
 - Acer Computers (Singapore) Group

Community Work

- **Assistant Secretary**, Bishan East Citizens' Consultative Committee (CCC)
 - Active committee member since 2003
- **Volunteer**, Singapore Association of the Deaf (SAD)
 - Member since 1998
 - Volunteered in projects such as Family Day, SAD Awareness Week
 - Possess basic sign language skills

Skills

Computer	Proficient in Microsoft Office applications
	Advanced - Word, Excel, Powerpoint
	Basic - Access
Language	Competent in written and spoken English and Chinese
	Competent in spoken Teochew

Nanyang Technological University

Republic of Singapore




Degree of Bachelor of Accountancy

It is hereby certified that

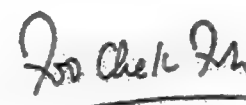
Yang Xiaoqi

having satisfied the requirements prescribed by Statute
and having been awarded Second Class Honours (Lower Division)
in the Final Examination was admitted to the Degree of Bachelor
of Accountancy on *10 July 2003*.





President




Registrar

SHRI

Yang Xiaoqi

Graduate Diploma in
Training & Development


Chairman
Education & Training Committee

Date _____

The University of Bath



We hereby certify that

XIAOQI YANG

has been awarded the degree of

**MASTER OF ARTS
IN EDUCATION**

with merit

Vice-Chancellor

Director of Academic Registry

Dean of Faculty of
Humanities & Social Sciences

By authority of the Senate

25 June 2014



Curriculum Vitae

I. *Personal Data*

Name:	Dr. Sein Min
Degree Obtained:	B. Com., M. Com. (Rangoon), Ph. D. (Germany), SDALT (Singapore)
Gender:	Male
Date of Birth:	21 st March 1957
Name of Father:	U Thaung
Place of Birth:	Myingyan, Myanmar
Nationality:	Myanmar
Identity No. (NRC No.)	MGN 094964
Passport No.	MA050266
Singapore Residential Status:	Permanent Residence (PR)
PR No.	S2735827F
Religion:	Buddhist
Marital Status:	Married
Occupation:	(Former) Associate Professor University of Distance Education Yangon, Myanmar (Current) Academic Director Strategy First Institute Yangon, MYANMAR
Mail Address:	No. 17, 1 st Floor (A) Warkhema St Sanchaung Township, Yangon Myanmar E-mail: Phone (Mobile): (95) (09) 250 186 921

Academic Degrees Obtained

Year	Degree	Name of University	Place, Country	Subject of Examination	Grade
1977	B. Com	Institute of Economics	Yangon, Myanmar	Commerce	Qualified
1983	M. Com.	Institute of Economics	Yangon, Myanmar	Commerce / Industrial Management	Distinction
1991	Ph. D.	University of Passau	Passau, Germany	Marketing	Magna cum laude
2014	SDALT (Specialist Diploma in Advanced Learning and Teaching)	Republic Polytechnics	Singapore	Education	

II. Stages of University Education

Period (From / To)	Name of University	Place, Country	Main Subjects
1973-1977	Institute of Economics	Yangon, Myanmar	Commerce
1978-1983	Institute of Economics	Yangon, Myanmar	Commerce / Industrial Management
1986-1991	University of Passau	Passau, Germany	Marketing
2012-2013	Republic Polytechnics	Singapore	-

IV. Professional Background

Period (From / To)	Position	Name, Place of the Institution
1978-1980	Assignment Tutor	Correspondent Courses, Arts and Sciences University, Myanmar
1980-89	Tutor	Commerce Department, Institute of Economics, Yangon, Myanmar
1989-94	Assistant Lecturer	Commerce Department, Institute of Economics, Yangon, Myanmar
1994-1997	Lecturer	Department of Management Studies, Institute of Economics, Yangon, Myanmar
1997- March 2001	Associate Professor	Department of Economics, University of Distance Education, Yangon, Myanmar
January 2001- May 2001	Advisor	Forest Product Joint-Venture Corporation (FPJVC), Yangon, MYANMAR
September 2001 – August 2007	Lecturer	Thames Business School, Informatics Group, Singapore
September 2007 – April 2008	Deputy Faculty Head	Thames Business School, Informatics Education Pte Ltd, Singapore
April 2008 – October 2010	Principal lecturer / Programme Leader	Informatics Business School, Informatics Education Pte Ltd, Singapore
October 2010 – June 2011	Academic Head	ERC Institute, Singapore
July 2011 – April 2015	AQ Lecturer	MDIS, Singapore
Aug 2015 – now	Academic Director	Strategy First Institute, Yangon

V. *Periods of Study and Research in Germany*

Period (From / To)	Name and Place of the Institution	Purpose of Study	Financed by	Name and Address of scientific mentor
April 1986- Sep. 1986	Goethe-Institut, Freiburg	German Language Course	DAAD	-
Oct. 1986- Feb. 1991	University of Passau	Doctoral Study	DAAD	Prof. Dr. Helmut Schmalen University of Passau Innstr. 27, D-94032 Passau
May 1995- July 1995	University of Passau	Research	DAAD	Prof. Dr. Helmut Schmalen Universitaet Passau Innstr. 27, D-94032 Passau
June 2001 – August 2001	University of Passau	Research	DAAD	Prof. Dr. Helmut Schmalen Universitaet Passau Innstr. 27, D-94032 Passau

VI. *Subjects taught previously*

Diploma & Advanced Diploma

- Marketing
- Marketing Research
- Marketing Communication
- Management
- Consumer Behaviour
- Customer Relationship Management
- International Trade

Bachelor's Degree

- Strategic Management
- Strategic Marketing Management (Planning & Control)
- Strategic Marketing Management (Analysis & Decision)
- Business Research

- Entrepreneurship / New Venture Creation
- Cross-Cultural Awareness for International Managers
- Business Ethics
- international Management
- International / Global Marketing

Master's Degree

- Corporate Strategy and Business Policy
- Research Methodology (Workshop)
- International Business Management
- International Marketing
- Managing across Cultures
- Leadership

VII. Industrial and Advisory Experiences

- An advisor to the Forest Products Joint-Venture Corporations (FPJVC) which is the largest joint-venture corporation in Myanmar during the period from January 2001 to May 2001
- Major tasks:
 - o Review and appraisals of investment projects submitted by private entrepreneurs who were willing to cooperate with the corporation
 - o Review and analysis of the corporation's overall performance and individual businesses' performance
 - o Advises to the Board of Directors
 - o Participation in the training programme of senior managers
 - o Conduct of surveys

VIII. Academic Supervisory Experiences

- **Master of Commerce (M.Com.) Degree, Institute of Economics, Yangon, Myanmar**
 - o „Advertising Strategies of Electronic Products in Myanmar“, by Tin Tin Aye (1993)
 - o „Marketing Strategies of Pepsi-Co in Myanmar“, by Khin Mar Htwe (1994)
 - o „Inspection Services in the Trade Development Programme of Myanmar“, Thin Thin Myat (1995)
 - o „Marketing of Myanmar Timber Corporation“, Nilar Lwin (1995)
 - o „Marketing of Myanmar Mining Corporation“, Win Win Myint (1996)
- **Master of Business Administration (MBA), institute of Economics, Yangon, Myanmar**
 - o Over twenty candidates in the area of marketing research
- **Master of Business Administration (MBA), Surrey University, U.K. (as local supervisor)**
 - o „Customer Win-back Strategies in NTUC Singapore“, by Alvin Hoe

- „Consumer's Complaining Behaviour in Singapore Context“, by Matthew Wong
- **Master of Business and Information Technology (MBIT), UOW, Online Programme run by Informatics Group, Singapore**
 - Facilitator for the module BT605 (Research Methodology)
- **Master of Business Administration (MBA), UOW MBA Online Programme run by Informatics Group, Singapore**
 - Course Leader
 - Facilitator and coordinator of the BA 610 module (dissertation)
- **Master of Science (International Finance), UOW, Online Programme run by Informatics Group, Singapore**
 - Course Leader

IX. Referees

- (1) Prof. Dr. Hans Pechtl
Lehrstuhl für Marketing
Ernst-Moritz-Arndt Universität
Friedrich-Loeffler Str. 70
D-17487 Greifswald
Germany
Tel: 0049 3834 862481
Fax: 0049 3834 862482
E-mail: pechtlr@uni-greifswald.de
- (2) Dr. Chey Chor Khoo
Academic Head
SMF Business School
Singapore
E-mail: cheychorkhoo@yahoo.com.sg

10. "Development of B2B e-Marketplace Framework for SMEs in Singapore", October 2014 (Submitted to the MDJS)
11. "Macroeconomic Determinants of FDI Inflows in Myanmar: Short-term Perspective", March 2015 (Submitted to the MDJS).
12. "Opportunities and Challenges of e-Commerce in Myanmar", Unpublished Paper available in Academia (Online), 2016.

C. Published Contributions to Academic Conferences

1. "Innovation Diffusion in Developing Countries and Its Application to Exportmarketing", Paper presented at the Intensive Advanced Course and Workshop on Adoption and Diffusion of Technology and Innovations", European Institute for Advanced Studies in Management (EIASM), Brussels, Belgium, 17-19 May 1989, 13 Pages.
2. "Marketing and Distribution System in the Transitional Economy of Myanmar: A Macro View", Paper read at the International Business Education Seminar jointly sponsored by the Institute of Economics, Yangon and Ngee Ann Polytechnic, Singapore, Dec. 1996, 11 Pages.
3. "A Review of Current Currency Situation in Myanmar" (in Myanmar), Co-author, Paper read at the National Symposium on "Current Myanmar Economic Situation" sponsored by the Office of Strategic Studies (OSS), Ministry of Defense, Jan. 1998, 24 Pages.
4. „Situation Report of Myanmar", Paper presented at the international seminar on "Responses to the Regional Economic Crisis" sponsored by the Konrad Adenauer Foundation, Bangkok, Thailand, (12.3.98 – 14.3.98), and 6 Pages.
5. "Training Extension Workers in Agricultural Marketing", An agenda paper presented at the FAO/AFMA/Myanmar Regional Workshop on "Agricultural Marketing Training and Extension", Yangon, Myanmar, (16.10. 2000 – 18.10.2000), 23 Pages
6. „Business Curriculum in Tertiary Education", a paper read at the Academic Conference of Informatics Group, Singapore, 6th April 2002, 4 Pages.

D. Teaching Materials

1. Research Methodology, Study Guide for BT605, Master of Business Information Technology, Online Programme, validated by the University of Wales, UK.
2. Strategic Marketing Management: Planning and Control, Study Guide for B2008, International Advanced Diploma in Business Administration, Informatics Academy.
3. "Introduction to Business Management", Study Guide for Tashkent Campus (MDIS), UoS Programme, 2012.
4. "Introduction to Economics", Study Guide for Tashkent Campus (MDIS), UoS Programme, 2012.

***** END *****

CIM Professional Diploma in Marketing (2003)

CIM Professional Post-graduate Diploma in Marketing (2009)

Examination & Awarding Body: Chartered Institute of Marketing (CIM), UK

Diplôme d'études en langue française (2001-2004)

Le Ministère de l'Éducation nationale, de l'Enseignement supérieur et de la Recherche

Alliance Française de Rangoun (2002-2005)

IELTS: International English Language Testing System (28 June 2008)

Listening: 8.5, Reading: 9.0, Writing -7.0, Speaking 8.0, Overall Band – 8.0

KEY TRAINING & WORKSHOP PROGRAMS ATTENDED

E-business workshop for Myanmar Entrepreneurs under the Greater Mekong Subregion Business Forum

Organized by UMFCCI, GMS Business Forum, UNESCAP, GMS Academic and Research Network

24-29 March 2003, Yangon, Myanmar

Certificate in Basic Diplomatic Skills (January-April 2004)

Certificate in Enhanced Diplomatic Skills (January-March 2005)

Ministry of Foreign Affairs, Myanmar

Millionaire Entrepreneur Program by Dr. Muruga and Ms. Malar (CB Consultancy)

24-25 September 2005

Marketing in Turbulence Time Executive Master Class with Professor Philip Kotler

29 May 2009, KL Convention Center

The Future of Marketing by Professor Philip Kotler

29 May 2009, KL Convention Center

AFFILIATIONS

Founding Member of Myanmar Marketing Association (MMkA)

Founding Member of the Yangon Orchestra (Organization & Fund-raising)

Member of Association of Business Executives (UK)

Member of Chartered Institute of Marketing (UK)

Member of UNMC Students In Free Enterprise Club (UNMC SIFE)

LANGUAGE & COMPUTER SKILLS

- First Language - Myanmar, Proficiency in English, Intermediate level French

- Extensive experience with Adobe Photoshop, Microsoft Office, Macromedia Flash

- Knowledge of Adobe PageMaker, Dreamweaver, Microsoft Front Page and video editing applications

INTERESTS & HOBBIES

Swimming, photography, comics, music, movies

REFEREES

Emeritus Professor Daw Hla Myint

Department of Management Studies

Institute of Economics, Yangon, Myanmar

35/D, Pyay Road, 7th Miles, Mayangone Tsp, Yangon, Myanmar

Tel: (+951) 650 838, (+951) 660 919

Ms. Anita Chakrabarty

Assistant Professor of Marketing

Nottingham University Business School

University of Nottingham Malaysia Campus

Jalan Broga, 43500 Semenyih, Selangor, Malaysia.

Tel: (+603) 8924 8266

AWARD RECEIVED

Certificate of Appreciation for Tutoring the Prizewinner in Principles of Marketing
Presented by Association of Business Executives (ABE), UK, December 2007

KEY TALKS & SEMINARS GIVEN

Consumer Rights & Responsibilities

British Council, Yangon, 2011

Opportunities Beyond Borders: International Marketing Strategies for Local Businesses

Traders Hotel, Yangon, 2011

Word-of-Mouth Marketing

MMktA's 6/03 Symposium, 2-August-2009, Traders Hotel, Yangon, Myanmar

Branding: Strategic & Creative, Full-Day Workshop

Fund-raising Charity Event for Yangon Orchestra, 10-Feb-2008, Myanmar Info Tech, Yangon, Myanmar

Corporate Social Responsibility

MMktA's 5th Symposium, 5-May-2007, International Business Center, Yangon, Myanmar

Consumer Dynamics

MMktA's 4th Symposium, 1-Apr-2007, International Business Center, Yangon, Myanmar

SOCIAL WORKS & VOLUTEERING

Founding Member and Executive Committee Member (January 2007- Present)

Myanmar Marketing Association (MMktA)

- Co-founded the association, co-written the by-laws and determined the missions of the association
- Developed the brand guidelines and brand development strategies for MMktA
- Led 2 successful annual charity events (2007 & 2008) for an orphanage and Yangon Children's Hospital respectively to promote corporate social responsibility and corporate charity activities
- Led the marketing and fund-raising team of "Homes & Basics for the Nargis Victims" project (June - August 2008) and organizing a fund-raising classical music concert with the Yangon Orchestra (6/07/08)
- Involved in training and development of members

EDUCATION

Master of Business Administration (General)

Full-Time, Expected time of completion: September 2009, Expected Grade: Distinction

University of Nottingham, Malaysia Campus

Dissertation Topic: Social Media Tools to Dialogue with Customers – Product/ Service Profile Pages in Facebook

High School Diploma (1997) B.E.H.S (1) Lanmadaw, Yangon, Myanmar

International Diploma in Computer Studies (Distinction) (1999)

Examination & Awarding Body: National Computing Centre (NCC), UK

Freshman Year (36 Credits, 3.24/4.0 GPA) (Fall, Winter 2000 – Spring 2001)

Business Administration (Marketing) Undergraduate Program

University of Delaware, Newark, Delaware, USA

Diploma in Business Administration I & II (2000)

Advanced Diploma in Business Administration (2002)

Examination & Awarding Body: Association of Business Executives (ABE), UK

AUNG CHIT KHIN

HP (Myanmar): +959 511 7570

Date of Birth: 27 July 1980

PROFESSIONAL EXPERIENCE

Managing Director, Principal/ Founder (February 2010-Present)

Strategy First Institute, ACK & Co. Services Company Ltd.

- Established and leading the Institute by overcoming many significant dynamic changes in politics and economics of Myanmar
- Teach marketing management, branding, advertising, public relations and entrepreneurship classes
- Work with various accredited institutions from the UK to offer marketing and business studies diploma, degree and master programs

Principal Consultant (February 2010-Present)

ACK & Co Marketing Consultants

- Offer consultation for business start-up, corporate strategy, brand development, marketing, change management and communication campaign planning
- Key Clients: Doaru Cosmetics, Rohto Pharmaceuticals (Japan), Premier Coffee/ Premier Milk

Business Co-Owner, Executive Producer (2001 – Present)

Yinmar Music & Video Production, Music Retail & Digital Music Corners, since 1976 (Family Business)

- Headed the productions of three children's educational VCDs and first ever sub-titled Buddhist chant VCDs
- Oversee business activities of the retail stores and music production projects

Editor-in-chief (September 2006 - Present)

Putet Full-Color Comics (Family Business)

- Launched the weekly journal in September 2006, and monthly comic magazine in July 2008
- In charge of creative, editorial and business activities of the publications

Head of Operations (April 2004 – September 2008)

Kavan Photographic Arts USA, Photo Retouch Operations in Myanmar

- Managed a team of 6 and the overall operations
- Finalized the graphic works for quality assurance

Marketing and Change Management Lecturer (Jan 2005 – September 2008)

Myanmar Human Resources (MHR) Management Training & Consultancy (Jan 2005 – May 2008)

- Taught Marketing related modules and Organizational Behaviors from Association of Business Executives, UK and Chartered Institute of Marketing, UK Diploma, Advanced Diploma and Post-graduate diploma courses
- STI Education (Jan 2006 – Jun 2007)
- Taught Marketing and Services Marketing modules from Diploma in Business Administration and Diploma in Hotel and Tourism Management courses
- Taught Initiative and Enterprise Change Management, Implementing Change Strategies to Undergraduates

Game Show Creator (2007)

Putet Comics & MRTV4

- Developed concepts and set designs for the game shows of "Snakes and Ladders" (9 episodes) and "Treasure Hunt" (5 episodes) and co-organized the productions for MRTV4 to promote Putet Comics

Creative Team Intern (July-September 2003)

Bates Advertising Myanmar

- Assisted in creative concept developments, translation and graphic design works

Part-time Office Assistant (September 2000 - March 2001)

Admissions Office, University of Delaware, Newark, USA

- Assisted in filing and processing of students' applications

Publication List

A. Books / Papers

1. "Development of a Conceptual Model for Performance Evaluation and Analysis in Industry", Master Thesis, Institute of Economics, Yangon, 1983, 242 Pages.
2. "Exportmarketing im Wirtschaftsverkehr zwischen Industrie-und Entwicklungslaendern", Dissertation (in German), University of Passau, 1991, 281 Pages.
3. "A Comparative Study of Advertising Communication in Asian Context: Differences between Developed and Developing Countries ", Research Paper, University of Passau, 1995, 34 Pages.
4. „Innovation Diffusion in Developing Countries: An Extension of Bass-Model in the Context of International Marketing", Working Paper, University of Passau, 2001, 26 Pages.
5. ရွှေပြည်တော်မင်းတော်ကြီး နှင့် အခြားမြန်မာ့စီးပွားရေးဆောင်းပါးများ စုစည်းမှု၊ Strategy First Institute ရန်ကုန်၊ ၂၀၁၇၊ ၁၅၁ မျက်နှာ။

B. Articles in Journals

1. "South-Korea's Path to Industrialization" (in Myanmar), *Kanaung Industrial Journal*, Vol (1), No.11, pp. 16-20, Nov. 1994.
2. "Regional Economic Crisis" (in Myanmar), *Dana Magazine* Vol (8), No.9, pp. 92-98, June 1998.
3. "Management Education in the 21st Century" (in Myanmar), *DMA Annual Magazine*, pp. 38-41, June 1999.
4. "Foreign Direct Investment: An Economic Engine" (in Myanmar), *DMA Annual Magazine*, pp. 74-79, Jan. 2000.
5. "Cross-country Innovation Diffusion: An Empirical Study of Mobile Phone Subscriptions in ASEAN Countries", *Management Development Journal of Singapore (MDJS)*, Vol. 18, Issue 1, August 2012, pp. 1-28.
6. "Motives, Expectations, Perceptions and Satisfaction of International Students Pursuing Private Higher Education in Singapore", *International Journal of Marketing Studies*, Vol. 4, No. 6, December 2012, pp. 122-138.
7. "Demographic Factors in the Evaluation of Service Quality in Higher Education: International Students' Perspective", *International Review of Management and Business Research*, Vol. 2, Issue 4, December 2013, pp. 994-1010.
8. "Demographic Factors in the Evaluation of Service Quality in Higher Education: A Structural Equation Model (SEM) Approach", *International Journal of Marketing Studies*, Vol. 6, No. 1, January, 2014, pp. 90-102
9. "Foreign Exchange Risk in the FDI decision: A case study of Myanmar currency's exchange rates", *Asian Journal of Business and Management*, Vol.2, Issue 6, December, 2014, pp. 536-550.

No	Subjects	Rewarded By
1	Master of Business Administration	Heriot Watt University
2	Diploma In Professional Marketing	The Chartered Institute of Marketing (CIM)
3	Level 3 Diploma in Business (L3DB)	NCC EDUCATION LIMITED
4	Level 4 Diploma in Business (L4DB)	NCC EDUCATION LIMITED
5	Level 5 Diploma in Business (L5DB)	NCC EDUCATION LIMITED
6	Master of Science (Construction Project Management)	Heriot Watt University
7	BA (Hons) Business & Management (Top-up)	OXFORD BROOKES UNIVERSITY
8	HND In Business	PEARSON
9	Business Information Technology	NCC EDUCATION LIMITED
10	Master of Business Administration	Stamford International university
11	Level 6 Diploma in Business Management	The Association of Business Executives (abe)
12	Level 6 Diploma in Business Management and Human Resources	The Association of Business Executives (abe)
13	Level 6 Diploma in Business Management and Marketing	The Association of Business Executives (abe)
14	Diplomas of Advertising	The Institute of Commercial Management (ICM)
15	Diplomas of Auditing & Taxation	The Institute of Commercial Management (ICM)
16	Diplomas of Business Law	The Institute of Commercial Management (ICM)
17	Diplomas of Buyer Behaviour & Consumerism	The Institute of Commercial Management (ICM)
18	Diplomas of Customer Service	The Institute of Commercial Management (ICM)
19	Diplomas of Financial Management	The Institute of Commercial Management (ICM)
20	Diplomas of Hospitality Management	The Institute of Commercial Management (ICM)
21	Diplomas of Human Resources Development I	The Institute of Commercial Management (ICM)
22	Diplomas of Human Resources Development II	The Institute of Commercial Management (ICM)
23	Diplomas of Human Resources Management	The Institute of Commercial Management (ICM)
24	Diplomas of International Business Communications	The Institute of Commercial Management (ICM)
25	Diplomas of Leadership Studies	The Institute of Commercial Management (ICM)
26	Diplomas of Logistics & Supply Chain management	The Institute of Commercial Management (ICM)
27	Diplomas of management of Travel & Tourism Operations	The Institute of Commercial Management (ICM)
28	Diplomas of marketing Management	The Institute of Commercial Management (ICM)
29	Diplomas of Marketing Research	The Institute of Commercial Management (ICM)
30	Diplomas of Project Management	The Institute of Commercial Management (ICM)
31	Diplomas of Public Relations	The Institute of Commercial Management (ICM)
32	Diplomas of purchasing Management	The Institute of Commercial Management (ICM)
33	Diplomas of Quantitative Methods for Managers	The Institute of Commercial Management (ICM)
34	Diplomas of Risk Management	The Institute of Commercial Management (ICM)
35	Diplomas of Strategic Management	The Institute of Commercial Management (ICM)



EDINBURGH
BUSINESS SCHOOL

HERIOT-WATT UNIVERSITY

Master of Business Administration

Curriculum

Awarded by – Heriot-Watt University

Delivered by - Strategy First

1. MBA Programme

The Edinburgh Business School MBA Programme is a long-established and highly successful programme. Since 2003, the distance-learning route has ranked as the second largest in the world. The Edinburgh Business School MBA Programme is a demanding and broad-based management degree. It enables students to gain core knowledge of subjects fundamental to management, develop analytical skills which are indispensable in problem solving and decision making, understand the process of management and human behaviour in organisations, and gain insights into the changing business, economic, social and political environments which affect the commercial world.

Student Numbers

The effectiveness of the Edinburgh Business School MBA Programme is demonstrated by its success. To date, some 12,500 students have graduated from the MBA from 150 countries making it the world's largest *international* MBA programme. All students, no matter which mode of study they pursue, must pass the same examinations and there is no difference in standards amongst the different modes.

Self-study

The Edinburgh Business School MBA Programme is based on the principle that individuals learn in different ways. In order to make it possible for students to achieve the MBA who did not wish to, or could not, attend campus the self-study course texts were developed containing the learning resources necessary to succeed.

Today, the course texts are augmented by the Edinburgh Business School Course Website. This allows you to post questions to the Faculty through the Faculty Web Board and access case studies and past papers. The interactive Profiler software also allows you to check your exam readiness by monitoring your performance in the questions at the end of each module. In addition, you have access to both PDF and HTML versions of the course text that make it very easy to search.

You can register for exams, defer exam entries, notify us of any change of details and access your exam results with speed and security through our Student Services website. We find this enhanced learning experience reduces the sense of isolation felt by some distance learning students.

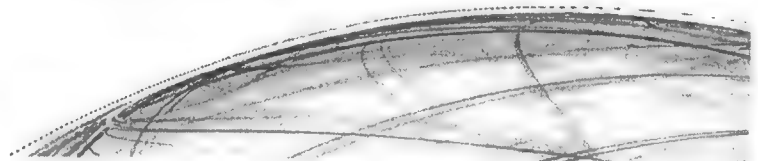
On-campus

Other study routes include the full-time and (part-time) executive on-campus programmes at Edinburgh Business School. Students learn using the course materials and course websites and receive tuition support from Edinburgh Business School Faculty. Teaching time is devoted to the value added application of real life situations and case studies/simulations.

In addition to the full-time or executive programmes, it is possible for self-study students to attend intensive four-day seminars or two-day revision sessions. Attendance is not mandatory, and students can choose which, if any, of the course(s) they wish to attend in Edinburgh.

Approved learning partners

Edinburgh Business School has a network of Approved Learning Partners (ALP), approved by Edinburgh Business School and Heriot-Watt University, which



provide academic and administrative support. ALP are appointed only when they have satisfied the approval procedures of Heriot-Watt University.

2. Core courses

The core courses are summarised below. For more detailed information about the courses, you should consult <http://www.ebsglobal.net/programmes/course-tasters>.

Accounting

Niall Lothian and John Small

What do profit and loss accounts and balance sheets tell you? They are valuable sources of insight into the financial strength of competitors but you have to know what you are looking for; in fact, many managers are unaware of the financial position of their own organisations. How much should you charge for your products? To decide this you have to know how much they cost and this is notoriously difficult to determine. An understanding of financial and management accounting techniques, and their strengths and weaknesses, is essential for effective decision making.

Economics

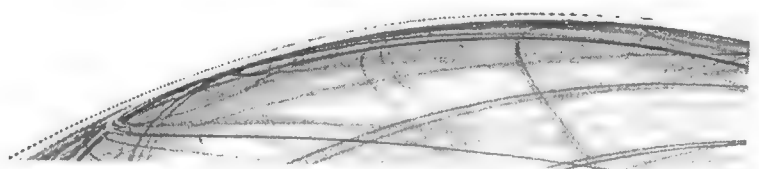
Keith Lumsden

It is often wrongly concluded that economics is irrelevant to running a business. In fact, economic factors affect businesses and decision making at three levels. At the macro level, factors such as the business cycle, interest rates and exchange rates directly affect product demand and cost of production. At the market level, the type of competition determines profitability and business strategy. At the company level, efficiency principles have a direct bearing on business success, principles such as marginal analysis, opportunity cost and profit maximisation. If you ignore economic principles, you will be unable to figure out likely changes in market conditions, you will be unable to understand competitive forces and you will have little idea of how to allocate resources efficiently.

Finance

Kenneth Boudreaux

Different investment projects generate different cash flows and different levels of risk. The problem is that choices have to be made among competing uses for funds because businesses typically face constraints on the availability of capital. Financial tools make it possible to reduce a bewildering array of cash flows spread over a variety of time periods to a single set of numbers: the net present values. These tools enable the efficiency principles of economics to be applied in a rigorous manner. Financial concepts also provide the link between company operations and capital markets: it is impossible to understand the behaviour of the stock market without a grasp of the principles of financial analysis, quality trade-offs to be made and project management tools and techniques are essential in keeping change processes on track. The fact is that most managers are unaware that many of the dynamic processes at work in the organisation are actually projects and are therefore subject to many nasty surprises when things do not turn out as they expected; the application of rigorous project management techniques will not solve all problems but they will clarify the process of achieving what you set out to achieve.



Marketing

John Mullins, Orville Walker and the late Harper Boyd

Why do consumers purchase one product rather than another? You have to confront the issue of why consumers would purchase your product rather than a competitors'. Factors such as market positioning, branding, consumer loyalty and segmentation determine the success or failure of products in highly competitive markets. Furthermore, it is extremely difficult to manage products successfully in competitive markets. The marketing process involves market analysis and the development and implementation of a marketing programme. To be a successful marketer you need to understand not only the factors, which influence buying behaviour but be able to bring products to market in an effective manner.

Project Management

Alex Roberts, William Wallace

Implementing organisational change can be visualised as a project with time, cost and quality trade-offs. Project management tools and techniques are essential in keeping change processes on track. If you don't realise that organisational processes are actually projects, you may get nasty surprises when things turn out unexpectedly. Rigorous project management techniques will not solve all problems but they do clarify the process of achieving the project's goals.

Organisational Behaviour

Bob Dailey

We all work in organisations and hence probably think we know a lot about them. But in fact most of us are unaware of the factors affecting the organisation we think we are familiar with. The effectiveness of an organisation is dependent on the motivation and behaviour of the workforce. But an organisation is a continually changing entity as it reacts to ongoing changes in the competitive environment. To capitalise on the capabilities of the workforce and develop an adaptive organisation it is necessary to provide appropriate incentives, develop effective teams, design an attractive job environment and manage the dynamics of organisational change. One of the major outcomes of understanding the principles of organisational behaviour is a higher degree of self realisation of how we relate to other members of the organisation.

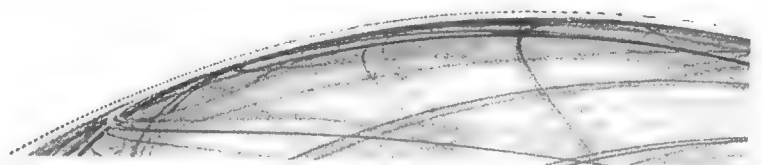
Strategic Planning

Alex Scott

The major problem facing chief executives is to make sense of a spectrum of information and apply appropriate tools and techniques in driving an organisation through a complex and continually changing competitive environment. The complexity of real life can be structured as a process involving objective setting, analysing competitive positioning, choosing a strategy, implementing it and adapting to feedback over time. Clearly all of these steps are crucial and organisations succeed or fail depending on the robustness of their strategic processes. This means that there are no easy answers to strategic problems and the solutions offered by business gurus can be seen for what they are: popular appeals to intuition which are largely devoid of any conceptual or empirical basis. Strategic planning is above all about thinking effectively and using the strategic process approach requires a sound understanding of other disciplines.

Course Order

The most popular course to start the MBA programme with is 'Organisational Behaviour' as this gives an insight into people issues that affect management. It



is recommended that Strategic Planning is the last course studied as it pulls together many of the elements of the other core courses. The Edinburgh Business School sequence for core courses is provided below.

Stage 1

Organisational Behaviour
Economics

Stage 2

Marketing
Accounting

Stage 3

Finance
Project Management

Stage 4

Strategic Planning

3. The elective courses

You can choose from a range of electives that have been chosen to elaborate vital contemporary issues of concern to those who operate at the highest level.

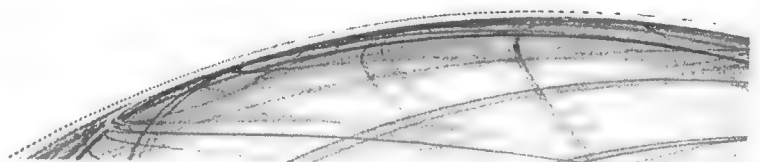
You are encouraged to use your choice wisely. Following personal interest is clearly desirable. You may wish to emphasise those electives of immediate interest to your work. A long term view rather than a short-term benefit should guide the choice.

Electives can be studied at anytime but care should be taken to ensure that specialist subjects follow on from the relevant core, for example Finance should precede Financial Risk Management.

The electives available are:

Alliances and Partnerships	Managing People in Global Markets
Competitive Strategy	Managing Personal Competencies
Consumer Behaviour	Marketing Channels
Corporate Governance	Marketing Communications
Credit Risk Management	Marketing Research
Derivatives	Mergers and Acquisitions
Developing Effective Managers & Leaders	Negotiation
Employee Relations	Performance Management
Employee Resourcing	Practical History of Financial Markets
Financial Risk Management	Principle of Retailing
Human Resource Development	Quantitative Methods
Human Resource Management	Research Methods for Business & Management
Influence	Sales Force Management
International Marketing	Services Marketing
Leadership	Strategic Negotiation
Making Strategies Work	Strategic Risk Management
Managing People in a Changing Context	

For more detailed information about the electives, you should consult <http://www.ebsglobal.net/programmes/course-tasters>.



4. Awards

MBA

After successfully completing nine courses including all core courses and two electives you are eligible for the award of Master of Business Administration. In this context '*successfully complete*' means pass all the examinations. This award is also subject to the conditions that you be matriculated onto the programme, pay all due fees and comply with all other Edinburgh Business School and University requirements.

Specialist MBA

Edinburgh Business School offers you the opportunity to study for a specialist MBA in four subject areas: Finance; Marketing; Human Resource Management and Strategic Planning. To qualify for the award of the Specialist MBA you must successfully complete the seven core courses plus four courses, from a designated group as follows:

Specialism in Finance

Corporate Governance
Credit Risk Management
Derivatives
Financial Risk Management
Mergers and Acquisitions
Practical History of Financial Markets
Quantitative Methods

Specialism in Marketing

Consumer Behaviour
International Marketing
Marketing Channels
Marketing Communications
Marketing Research
Negotiation
Quantitative Methods
Principles of Retailing
Sales Force Management
Services Marketing

Specialism in Strategic Planning

Alliances and Partnerships
Competitive Strategy
Corporate Governance
Leadership
Making Strategies Work
Mergers and Acquisitions

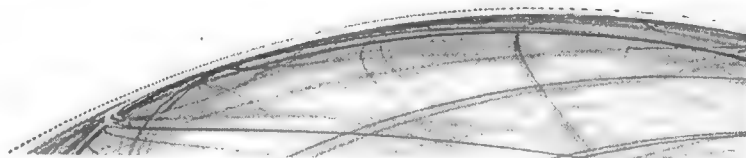
Strategic Negotiation
Strategic Risk Management

Specialism in Human Resource Management

Developing Effective Managers & Leaders
Employee Relations
Employee Resourcing
Human Resource Development
Human Resource Management
Influence
Managing People in a Changing Context
Managing People in Global Markets
Managing Personal Competencies
Negotiation
Performance Management

You are not able to hold two MBA degrees from Heriot-Watt University. Thus, if you wish to pursue a Specialist MBA you have two options:

- Do not graduate upon completion of nine courses; complete the additional requirements for the Specialist degree before applying to



graduate and receive the degree of Master of Business Administration with a specialism in(group)

- Graduate upon completion of nine courses and subsequently complete the additional requirements for the Specialist degree. Students receive their degree certificate upon graduation and a further certificate which confirms that, having been awarded the degree of Master of Business Administration in(Year),(Name) has duly completed a further course of study and satisfied the examiners and, by resolution of the Senate, been awarded a specialism in.....(group).

Postgraduate Certificates and Diplomas

The MBA Programme is structured to allow the greatest possible flexibility. You have the opportunity to receive interim qualifications en route to the MBA, the Postgraduate Certificate and the Postgraduate Diploma.

To be eligible for the award of a Postgraduate Certificate in Business Administration, you must:

- be matriculated;
- successfully complete three MBA courses, at least one of which must be a core course.

A maximum of one exemption or credit transfer will be permitted for the award of the Postgraduate Certificate. Eligibility for the award of a Postgraduate Certificate includes the ability to matriculate to the MBA.

To be eligible for the award of a Postgraduate Diploma in Business Administration, you must:

- be matriculated;
- successfully complete six MBA courses, at least one of which must be a core course.

A maximum of two exemptions or credit transfers will be permitted for the award of the Postgraduate Diploma.

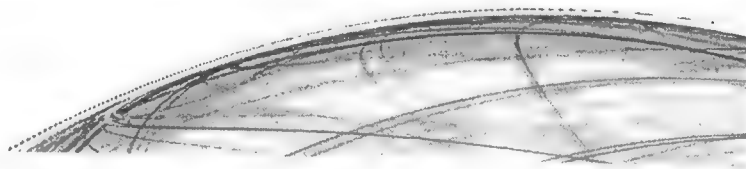
Specialist Postgraduate Diplomas/Certificates

Specialist Postgraduate awards are only available as interim awards on the relevant MSc programme. They are not available to students registered on the MBA.

5. Translations

Edinburgh Business School has made a certain number of the course texts, all core and three electives, available in other languages; Chinese ('simplified Chinese'), Spanish ('Mexican Spanish') and Arabic.

You may also take your examination in Arabic, Chinese and Spanish for those courses where a translation is available. **However, Arabic, Chinese and Spanish examinations will only be available during the June and December examination sessions.**



Students who study and take examinations in Chinese and Arabic are expected to have an appropriate level of competency in English as all administration and student support is in English. The Course Website and Student Services website are also in English.

Students who study the programme in Spanish have access to Spanish-speaking academic and administrative support.

6. Guidance Notes

The following is a brief guide to the regulations of the MBA programme. The Regulations and Ordinances of the University are updated on a regular basis. The internet editions, available at <http://www.hw.ac.uk/>, replace all previous editions.

Registration (Matriculation)

To qualify for matriculation, you must hold at least one of the following qualifications:

- First or second class honours degree of Heriot-Watt University, or other University or institute of higher education, recognized by Heriot-Watt University
- Meet the requirements for the Edinburgh Business School Postgraduate Certificate in Business Administration by obtaining passes in three courses, one of which must be a core MBA course
- Another qualification deemed by Senate to be acceptable

You are advised to download the matriculation form from Student Services upon commencement of your studies. Please complete the form in full and return it to the School, together with one current passport sized photograph. Please note that someone of standing in your community must certify the form. Edinburgh Business School scans the photograph into its computer systems, for use on your examination details letter. It is therefore essential that the photograph which you submit is clear and of good quality.

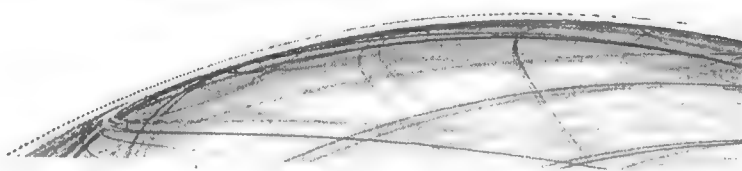
If you are applying for matriculation on the basis of previous qualifications, you must also submit certified photocopies of the qualification that you consider relevant.

If you are not eligible for immediate registration, your application will be held on file and you will be enrolled when you complete three courses, at least one being a core course.

Student ID & Registration Numbers

Upon commencement of the programme you are allocated a Student Identification number (SID) and a Registration Number (RegNo). These numbers are unique to you and will remain with you for the duration of your studies. You should use your SID in all communication with Edinburgh Business School and its partners. The numbers are also used as access codes to the Course Website and Student Services.

The SID number is used as a username for both websites. You will need to use the last 5 digits of your Registration number as your password for the Course Website and the full number as your password for the Student Services site.



Credit transfers & Exemptions

Guidelines on the award of exemptions and credit transfers are available [online](#).

Heriot-Watt MSc Alumni are permitted a maximum of four credit transfers for courses completed in the MSc and which form part of the MBA programme.

Exemptions from specific core courses may be granted to holders of recognised academic or professional qualifications if they are of degree level and if they have been obtained by examination. Exemptions will be awarded if holders of approved qualifications can provide evidence of comparability of course content. There is no provision for exemptions from elective courses.

Typically, a maximum of one exemption is granted for an undergraduate degree majoring in a subject relevant to one of Edinburgh Business School MBA courses; for example, a bachelor's degree in economics may lead to an exemption from the Economics course.

Professional qualifications, obtained by examination, within 5 years of application, may also lead to exemptions. For example, ACCA Qualification holders may be eligible for exemptions in Accounting and Finance.

Eligibility for exemption is based on academic achievement only, not on work experience. If you wish to apply for an exemption you should download and complete the Exemption Application form and send it with supporting documentation and required fee to Edinburgh Business School, the sole authority on this matter. Where Edinburgh Business School rejects an application for an exemption, the fee paid is used to cover the examination fee in the relevant course.

Examinations

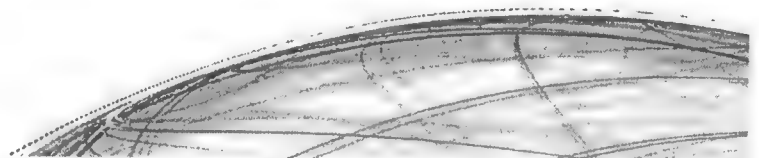
Each course is assessed by formal examination. The assessment of each course is derived entirely from your performance in a single examination lasting 3 hours. To complete a course successfully you must obtain at least 50% in the examination.

All examinations are subject to rigorous scrutiny by both Heriot-Watt University examiners and by external examiners from other leading UK universities.

To help you prepare for the examinations 10 recent past-papers, examiners solutions and selected student answers are made available in each [Course Website](#).

Use of Calculators

Edinburgh Business School does not supply calculators for student use in examinations. However, the use of calculators is permitted, provided they are University approved models. Students are not permitted to bring into their examinations any calculators that have storage (other than basic memory functions), programmable or graphical functions. The majority of calculators, which are programmable, have the suffix "p" after their name. Likewise, any calculator with the suffix "g" at the end will not be permitted. Invigilators have been instructed to confiscate any calculators that are not permitted.



Examination Centres

The University holds examinations for all courses in June and December at more than 350 examination centres, located in over 140 countries, worldwide (major diets). Centres are not fixed in advance but are arranged in response to students' requests at the time of application. Whilst some travel may be required, the University endeavours to arrange examinations as near to the locations requested by students as is practical, on a worldwide basis.

In March and August, minor diets of examinations are offered in selected subjects in a small number of examination centres.

The full examination timetable is available from the Student Services website.

Special arrangements

You are permitted to record your answers by an appropriate alternative means approved by the School if you suffer from a disability that, in the opinion of the School, prevents you from completing an examination paper in writing. You are allowed extra time in which to complete your examination if you suffer from a disability that, in the opinion of the School justifies it. You must contact the School in advance of the exam deadline providing certified copies of medical evidence confirming your particular disability.

Examination applications

The deadline dates for examination applications are 1st March & 1st September for the June and December major diets respectively. The deadline date for the minor diets in March and August are 7th February and 24th July respectively.

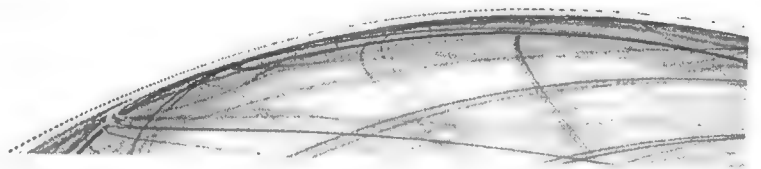
If you have purchased a course the home page of the Student Services website will offer you the option to 'Apply to sit an Exam' in that course. Clicking on this option will open an electronic form you complete and submit electronically. The exam fee of £100 per course will be collected from your credit card, using the information you provide. **Exam fees are paid for an individual subject and are not transferrable.**

If you have purchased a course through an Approved Learning Partner you should contact them as they may have special arrangements for exam applications.

If you do not wish to use the online exam application facility you can arrange an examination over the phone. Alternatively, you can request an Examination Application Form from Edinburgh Business School Administration. Please ensure that you send the forms in good time and by a secure method of posting. The School cannot be held responsible for applications going astray in the postal services. The School can accept forms only if they are accompanied by the required fee.

Incomplete/incorrectly completed application forms will be returned to you and cannot be accepted unless they are correctly completed and returned to the School by the closing date.

The School will acknowledge receipt of your examination request within 3 weeks of receiving it. **Please check the accuracy of the information contained in the acknowledgement letter and contact Edinburgh Business School if**



the information is incorrect. You can also check if your exam request has been processed in the 'Exam Service' section of the Student Services website.

Approximately one month before the examinations you will receive confirmation of the location and time of your examinations. This letter, which will include your scanned photograph, is proof of your entry and must be taken with you to the examination centre on the day of examination. **Failure to produce this letter could result in the centre refusing to allow you to sit the examination.** If for any reason you do not receive this letter, please ensure that you have alternative proof of identification which includes a recent photograph such as your passport.

Examination payment

The School can only accept payment for examinations in Sterling (£). Payment for entries processed on-line is by credit or debit card. Please note that the following are acceptable: **Visa, MasterCard, Delta, JCB, Switch and Solo.** Please provide your credit card number in full, the 3 digit security number and the expiry date of your card, ensuring that the expiry date is at least two months after the examination entry deadline date.

If you do not hold one of the above cards or are returning a green/examination entry form, you can make payment by a cheque or Sterling bank draft, drawn on a UK bank, or a credit or debit card. If you are paying by cheque or bank draft, it should be made payable to Edinburgh Business School.

Examination deferral

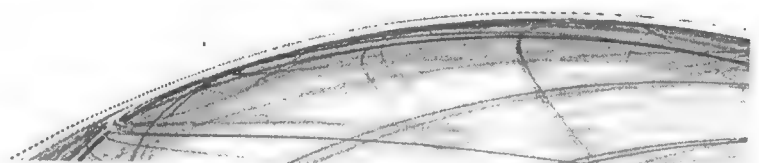
If, having applied to sit an examination, you wish to defer your entry until a future diet; you may do so without financial penalty, provided that you advise the School before the appropriate deadline date. The deadline dates for deferring examinations, without incurring any cost, are 1st May and 1st November for the June and December diets and 7th February and 24th July for the March & August diets respectively.

You may defer an entry in writing, by e-mail, fax or in the 'Exam Service' section on the Student Services website. You will automatically be entered for the following major diet *unless you specify an alternative diet.*

If you defer an entry after the deadline for deferral, you will not be entered automatically for the next main diet of examinations. To re-apply you must submit, by the relevant closing date, confirmation of the diet you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the Student Services website.

Absence

Absence from an examination is not considered an attempt at the subject. However, your examination fee will not normally be credited and you will be required to pay the current exam fee at the time of re-applying to attempt the subject. To re-apply you must submit, by the relevant closing date, confirmation of the diet that you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the Student Services website.



Absence on medical grounds

If you are absent due to illness you must confirm this by sending a **certified true copy of your medical certificate to the University, within four weeks** of the end of the diet of examinations. If the University accepts that you were unable to attempt the examination due to illness, your examination fee will be credited and you will automatically be entered for the following major diet, *unless you specify an alternative diet.*

Results

Results for examinations taken in English will be initially posted on Student Services approximately eight weeks after the end of the diet of examinations. Results for other languages may take slightly longer due to the extra quality control processes that are required.

- December examination results will be despatched by the end of January
- March examination results will be despatched by the end of April
- June examination results will be despatched by the end of July
- August examination results will be despatched by the end of September

Your official examination results will be despatched directly to you, at the last mailing address notified. **Please do not contact the University about your results prior to the above dates.**

Edinburgh Business School will not advise examination results over the phone or by e-mail under any circumstances.

Re-sits

If you fail a course at the first attempt you will be permitted one further attempt in that subject. The Business School may require a student who fails an examination in a core course twice to withdraw from the programme. However, a third attempt may be granted if you have completed four other courses. Under no circumstances will a third attempt be permitted at an elective course. An alternative elective must be chosen to obtain an award.

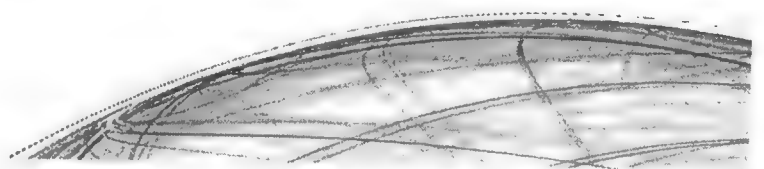
You can apply to re-sit through the 'Exam Service' section of the Student Services website.

Appeals

If you have failed an examination you will receive a fail report and solutions to the relevant case studies/essays. This will provide you with an indication of the standard required to pass the course and help you to prepare for a possible re-sit.

After considering the fail report, if you wish to dispute the decision of the Board of Examiners you should write to Business School as soon as practicable after notification of the result, stating your reasons for disputing the decision. Your result will be reconsidered and you will be informed of the outcome. **Please note that on a re-grade marks can be deducted as well as added.**

If you are still not satisfied you can request an analytical report on each case and essay question. You will be required to indicate this by correspondence and to include a fee of £100 for each course for which the report is requested.



- ***Under no circumstances will examination scripts be returned to you after the examination.***

Appeals on Medical Grounds

You should notify the Head of School, as soon as possible after the examination, of any illness or other circumstances which may have adversely affected your performance and which you would like the examiners to take into account in making their decision.

Compensatory Passes

If you have successfully completed seven or eight courses and have failed narrowly in the remainder you may be awarded a pass by compensation subject to the following conditions:

- Passes have been attained in at least seven courses
- The mark to be compensated is not less than 45%
- A pass by compensation will be awarded in a maximum of two courses
- The total shortfall of marks shall not exceed 5%
- All other requirements for Award have been satisfied

The relevant Committee awards compensatory passes when it meets to confirm the names of those eligible to graduate.

Transcripts and Certificates

You will receive a Certificate of Achievement for each course you pass. A transcript can be obtained from enquiries@ebs.hw.ac.uk for a charge of £10 Sterling. Transcripts contain the date and grade of each successful examination but not the mark obtained. Certificates and transcripts make no reference to the mode of delivery or language of instruction.

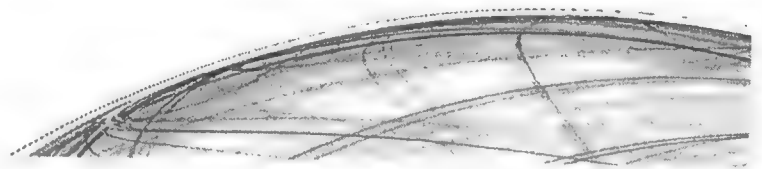
Graduation

When you have met the requirements for the MBA degree, you will be sent information regarding the appropriate congregation for the conferment of degrees ceremony. You are not considered to be a MBA graduate until the degree has been conferred at this ceremony.

Graduation is held every June in Edinburgh with additional ceremonies in various locations worldwide in November/December. Students have the option to graduate in person at the next available ceremony, defer their graduation until a later ceremony or graduate in absentia. Students who graduate in absentia will also have the option to attend the next available ceremony in person.

Data protection policy

Edinburgh Business School at Heriot-Watt University and its commercial partners work in partnership to deliver the Courses and Programmes. To ensure this Programme is managed efficiently and students supported effectively, some information recorded as you progress in your studies will be shared between Edinburgh Business School and its partners. Your Approved Support Centre will use this information for academic programme support, for administration and for the provision of information to students; Edinburgh Business School will use this information for academic programme management; commercial partners will use this information for operational and administration purposes only.



Change of contact details

You are responsible for notifying us of any changes to your contact details. You can do this directly through the [Student Services](#) site. Changes in name should be notified to us in writing together with a copy of the legal documentation that confirms this change (marriage certificate, deed poll certificate).

On-campus tuition

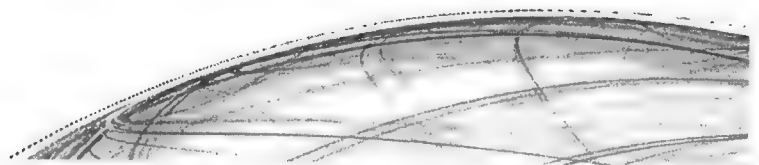
Some MSc courses are taught at the Heriot-Watt campus on the outskirts of Edinburgh.

- Intensive 4 day tutorials are delivered at Edinburgh Business School. These seminars are based on the School's experience of teaching to corporations, and 10 years experience delivering value added seminars. The seminars assume prior study of the course materials, and provide practical applications and contextualisation.
- A schedule of 2 day revision seminars in selected subjects are also delivered on campus at Edinburgh Business School. These 2 day seminars are conducted by Edinburgh Business School and give advice on examination preparation.

See www.ebsglobal.net for information on how to apply to join these sessions.

Changes to Fees and Programme Structures

Edinburgh Business School reserves the right to make changes to its fees and the structure of the programme at any time. Students will be given advanced notice of any changes and steps will be taken to ensure that existing students are not disadvantaged.





The Chartered
Institute of Marketing

Diploma in Professional Marketing

Course Description

CIM Diploma in Professional Marketing

The Diploma in Professional Marketing gives you the required knowledge, skills and understanding at management level to take a strategic approach to marketing planning. By understanding key marketing metrics and measurement techniques you will be able to interpret relevant insight and make informed strategic decisions.

Who it is for

The Diploma in Professional Marketing is aimed at marketers working in an operational, supervisory or management role who want to develop their marketing knowledge and skills across a range of areas.

It is suitable for department managers, functional managers, product/brand managers, account managers, marketing executives and business development managers.

How it will benefit you

- Get a unique and practical career development experience
- Improve your global competitive advantage and increase your employability
- Expand your confidence, skills and competencies to influence at management level
- Keep up with the latest trends and stay ahead in your field
- Invaluable opportunity to network with other marketers
- CIM qualifications are recognised by businesses all over the world

Entry criteria

One or more of the following is required to gain entry onto this qualification:

- CIM Certificate in Professional Marketing or any relevant level 4 qualification
- Foundation degree in Business with Marketing

- Bachelor's or Master's degree from a recognised university with at least one third of credits coming from marketing content (i.e. 120 credits in Bachelor's degrees or 60 credits in Master's degrees)
- Professional practice (suggested two years marketing in an operational role) plus diagnostic assessment onto level 6

If English is not your first language, you will need to demonstrate that you have achieved one of the following English Language qualifications in the last two years:

- IELTS Academic Modules with an overall score of 6.5 (each component pass mark must be 6.0 or above)
- Cambridge Certificate of Advanced English grade B or above

CIM will consider other equivalent alternatives

Assessments

- A mixture of exam and assignments based on a given scenario and an organisation of your choice
- Employer-driven, practitioner-based, relevant and appropriate for business needs
- Three assessment sessions per year taking place in December, April and June/July

Ways to study

- Choose face-to-face study, distance (online) learning or a mix of the two (blended learning)
- Bite-size learning to fit with your busy life

Length of study

- The Total Qualification Time (TQT) per module is 170 hours
- TQT includes guided learning hours, practical and work-based learning, assessment preparation time, assessment time and supported self-study time

Qualifications Structure

The qualification's flexible structure has been designed to meet the needs of today's professional marketer. Each module can be taken as an individual award or combined into the full qualification comprising two mandatory modules and one elective.

To achieve the full qualification, a pass in both mandatory modules and one elective module is required.

Two mandatory modules AND your choice of elective module



Currently there are two elective modules available. This will be continually reviewed.

Modules

Strategic Marketing

Mandatory Module

Aims of the module

You will recognise the significance of situation analysis and introduce techniques for assessing external and internal environments to enable effective decision making. This module outlines the importance of all stages within the marketing planning process, from audit through strategic decision making, to implementation of plans; and how managing resources, employing monitoring and measurement techniques enable the achievement of strategic marketing objectives.

Unit 1: Situation analysis

- Understand how to analyse an organisation's current and future external environment
- Understand how to analyse an organisation's current and future internal environment

Unit 2: Planning

- Analyse relevant information to recommend and inform strategic decision making
- Develop a strategic marketing plan to realise organisational objectives

Unit 3: Implementation and control

- Manage resources to deliver the strategic marketing plan
- Monitor, measure and adapt the marketing plan for continuous improvement

Assessment: Extended answer test

(A three hour examination)

Extended answer questions with preparatory work.

Mastering Metrics

Mandatory Module

Aims of the module

This module examines the importance of managing marketing data in effective marketing decision making. It presents the role of marketing metrics within the organisation and establishes how an understanding of a range of measurement techniques can enable organisations to achieve marketing insights and strategic decision making. It provides an appreciation of how measurement techniques, aligned to business objectives, can establish and determine the effectiveness of marketing activities. It outlines the value of using appropriate data sources to enable effective marketing analysis, and of employing appropriate analytics tools and techniques to ensure effective marketing decision making.

Unit 1: Metrics and analytics

- Understand the role of marketing metrics
- Assess appropriate sources of reliable and robust data for marketing analysis

Unit 2: Measuring effectiveness

- Understand the significance and use of different measurement techniques across a range of market contexts
- Determine the relevant measures of marketing performance across a range of organisations

Unit 3: Analytics for decision making

- Interpret marketing metrics to establish the effectiveness of marketing activities
- Utilise various analytics tools and techniques for marketing insight to support strategic decision making

Assessment: Work-based assignment

An assignment based on a given scenario and an organisation of your choice.

Driving Innovation

Elective Module

Aims of the module

This module outlines the importance of how taking a visionary approach and embedding innovation, can help organisations deal with the challenges of a fast-moving marketplace. It focuses on how an understanding of the relationship between marketing and entrepreneurship can enable organisations to deliver compelling marketing solutions. It presents the key factors in building and nurturing innovation throughout the organisation and within the marketing function. It provides an appreciation of the role of internal marketing in supporting a culture of innovation and in implementing change programmes.

Unit 1: Entrepreneurial marketing

- Understand the relationship between marketing and entrepreneurship
- Apply an entrepreneurial response to change and to delivering marketing solutions

Unit 2: Innovation

- Understand the key factors that facilitate and nurture innovation in organisations
- Apply principles of innovation throughout the marketing function

Unit 3: The marketing champion

- Analyse the role of internal marketing to drive innovation
- Develop appropriate plans for implementing effective marketing-led and innovation-focused organisational change

Assessment: Work-based assignment

An assignment based on a given scenario and an organisation of your choice.

Digital Strategy

Elective Module

AIMS of the module

This module provides insight into how organisations can implement digital marketing capabilities into strategic marketing planning. You will learn how understanding and analysing the macro and micro-environments can enable organisations to assess the impact of the disruptive digital landscape in delivering objectives, to develop strategic recommendations and how creating digital marketing mixes can enable organisations to respond with agility to market needs. You will examine how the management of digital channels and the application of key digital measures help to achieve business objectives.

Unit 1: Digital disruption

- Understand the strategic implications of the disruptive digital environment
- Generate relevant insights into key emerging themes within the digital marketing environment

Unit 2: Digital planning

- Develop strategic recommendations in response to the need to acquire, convert and retain customers
- Deliver an agile response to changing customer behaviours

Unit 3: Delivering success

- Know how to manage and optimise key channels and content within a digitally enhanced strategic plan
- Apply key digital measures to analyse social, sentiment, search and site behaviour

Assessment: Assignment

A work-based assignment broken down into research, plan and report.

Next step: find a study centre - visit: cim.co.uk/study-centres



(1) NCC EDUCATION LIMITED

(2) ACK & Co. SERVICES COMPANY LIMITED

ACCREDITED PARTNER CENTRE AGREEMENT

STR006-152-16

LEVEL 3 DIPLOMA IN BUSINESS (L3DB)

LEVEL 4 DIPLOMA IN BUSINESS (L4DB)

LEVEL 5 DIPLOMA IN BUSINESS (L5DB)

PREPARED BY:

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BUSINESS DEVELOPMENT MANAGER**

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THIS AGREEMENT IS MADE ON 11 September 2017 (to be completed by NCC Education)

between

1. **NCC EDUCATION LIMITED** (registered in England No.2665165) whose registered office is at The Towers, Towers Business Park, Wilmslow Road, Didsbury, Manchester M20 2EZ, England ("**NCC Education**"); and
2. **ACK & Co. SERVICES COMPANY LIMITED** a corporation incorporated under the laws of Myanmar whose registered number is 4334 of 2011 - 2012 and whose principal place of business is at No 8, Ground Floor, Pan Chan Tower, Corner of Dhamma Zedi Road and Bargayar Road, Myaynigone, San Chaung Township, Yangon, Myanmar ("**the Centre**").

RECITALS

- (A) NCC Education is an internationally recognised Awarding Organisation and has established a reputation and goodwill in the name of NCC Education, which is associated with high standards in the delivery of programmes and qualifications.
- (B) NCC Education is the owner of certain confidential information and know-how relating to methods of conducting, marketing and promoting the delivery of programmes, qualifications, stand-alone modules (with or without assessment) and stand-alone units.
- (C) The Centre wishes to acquire from NCC Education the right to use the Trade Marks and deliver the Programmes and/or Qualifications from the approved Premises in accordance with the terms of this Agreement.

OPERATIVE PROVISIONS

1. INTERPRETATIONS

1.1 In this Agreement unless the context otherwise requires:-

Academic Regulations means the rules which relate to the delivery, assessment and award of all NCC Education Programmes and Qualifications.

Accreditation means a centre achieving and maintaining the relevant standards and requirements set down by NCC Education in order to deliver the Programmes and/or Qualifications and "**Accreditation Date**" means the date of the Full Accreditation being confirmed. The Accreditation process is detailed on the NCC Education website.

Accreditation Inspection means an inspection of the approved Centre's Premises, staffing and other resources, procedures and policies carried out by NCC Education, including interviews with the relevant personnel of the Centre prior to Accreditation.

Accredited Partner Centre means an approved centre delivering NCC Education Programmes and/or Qualifications (and potentially other activities) to Candidates leading to an NCC Education award.

Agreement means this agreement and the schedules attached hereto.

Awarding Organisation means an organisation recognised by Ofqual in respect of the General Conditions of Recognition to award or authenticate a specified qualification or qualifications, which shall be NCC Education in this Agreement.

Business means the business of providing Programmes and Qualifications leading to awards in IT, English Language framework, computing and business and such other subjects as NCC Education shall offer.

Candidate means a student who registers for a Programme and/or Qualification.

Candidate Qualification Fees means the fees payable by the Centre for each Candidate registered for examinations entry for Qualifications other than the Digi Qualifications as set out in Part I of Schedule 1.

Candidate Registrations means the registration of Candidates for examinations by the Centre on any Qualifications as notified by the Centre to NCC Education.

Centre Application (Accreditation) Fee means the non-refundable fee, as set out in Part II of Schedule 1, payable by the Centre upon submitting the Accredited Partner Centre Application Form provided by NCC Education.

Course Fee means the annual fee payable by the Centre as set out in Part I of Schedule 1 for each Candidate registered on the Digi Qualifications.

Digi Programmes or Digi Qualifications means NCC Education's Digi Explorers, Digi Navigators, Digi Trailblazers and Level 2 Award in Computing programmes or qualifications respectively.

Full Accreditation means written confirmation from NCC Education that the Centre has achieved Accreditation in relation to the specified Programmes.

General Conditions of Recognition means the General Conditions of Recognition issued by Ofqual in September 2016 or any subsequent version of this document.

Initial Accreditation means written confirmation by NCC Education issued to the Centre after Accreditation which confirms that the Centre will achieve Full Accreditation upon the satisfaction of such outstanding matters as NCC Education shall determine and shall state therein.

Intellectual Property means any copyright, patent, trade mark, rights in databases and any other form of intellectual property protection relating to the Business in each case whether registered or unregistered, any application for such protection, and any rights in relation to any confidential information or know-how, existing at the relevant time anywhere in the world including (but not limited to) all rights in the Trade Marks.

Licence Fee means the non-refundable fee payable by the Centre for the right to deliver the Programmes and/or Qualifications and to use the Trade Marks and Materials, but only strictly in connection with the Programmes and/or Qualifications, as set out in Part I of Schedule 1.

Materials means the materials developed or prepared by and proprietary to NCC Education for use in conducting the Programmes (except for University Partner Programmes).

Minimum Registration Numbers means the minimum number of registrations for the Programmes and/or Qualifications by a Centre (not including any registrations for individual units of assessment or resits) as set out in Part I of Schedule 1.

Ofqual means the Office of Qualifications and Examinations Regulation in England.

Operational Fees means the fees payable by the Centre for the assessment-related services provided by NCC Education to the Centre, set out in Part II of Schedule 1.

Premises means the premises of the Centre described in Schedule 4 or other premises approved in writing by NCC Education. For the avoidance of doubt, the service of any notice or proceedings on the Centre shall be sent to the Centre address at the beginning of this Agreement as may be amended by clause 14.6.

Programme means the provision of teaching and learning Materials to support the delivery of a Qualification developed by and proprietary to NCC Education as set out in Part 1 of Schedule 1, or the University Partner Programmes, which will be taught and delivered online by NCC Education.

Programme Fees means the non-refundable fees payable by the Centre to NCC Education as set out in Part I of Schedule 1.

Programme Start Date is a date, to be agreed between NCC Education and the Centre. This date is set out in Part I of Schedule 1. The Minimum Registration Numbers, as set out in Part I of Schedule 1, will apply from this date and at intervals defined in Part I of Schedule 1 thereafter for the duration of this Agreement.

Qualification means the NCC Education unit(s) of assessment carrying credits aggregated to make an award that is certificated by NCC Education, set out in Part 1 of Schedule 1, or the qualification in respect of a University Partner Programme, which will be validated and awarded by NCC Education's university partners.

Regulators refers to any regulatory body or agency appointed by the Government in the United Kingdom which has legal regulatory oversight of the Qualifications. This includes, but is not limited to, Ofqual; Qualifications Wales (QW); Council for the Curriculum, Examinations & Assessment (CCEA) in Northern Ireland and the Quality Assurance Agency for Higher Education (The QAA) in the United Kingdom.

Trade Marks means the trade marks or trade names or applications for trade marks or trade names, as set out in Schedule 2. These may be added to, deleted or amended by NCC Education from time to time including but not limited to all rights of NCC Education in the Trade Name.

Training Fee means an optional fee payable if NCC Education provides training to the Centre's staff on the use of the Materials and delivery of the Programmes, as set out in Part I of Schedule 1. The Training Fee does not include the reimbursable expenses which NCC Education would incur to conduct the training.

Trade Name means "NCC Education" or any derivative thereof.

Unique Learner Number (ULN) means a ten (10) digit number allocated to every person over fourteen (14) years of age involved in education and training in England, Northern Ireland and Wales.

University Partner Programme means the Level 6 bachelor degree programmes to provide teaching and learning materials to support a qualification validated and awarded by NCC Education's university partners, set out in Part 1 of Schedule 1.

VAT means Value Added Tax in the United Kingdom or such other sales tax of a similar nature which is charged in any other jurisdiction.

1.2 In this Agreement unless stated otherwise:-

- 1.2.1 the singular includes the plural and vice versa and reference to either gender includes the other gender;
- 1.2.2. reference to persons include bodies corporate, unincorporated associations and partnerships;
- 1.2.3 any term defined in the Interpretations in the singular shall have an equivalent meaning in the plural and vice versa;
- 1.2.4 headings are for reference purposes only and shall not affect the construction of anything in this Agreement; and
- 1.2.5 references to "clauses" are to clauses or sub-clauses of this Agreement, and references to a "Schedule" are to a schedule to this Agreement.

1.3 In this Agreement:-

- 1.3.1 any reference to any statute or statutory instrument or any section or part thereof includes any enactment replacing or amending it or any instrument, order or regulation made under it and also includes any past statutory provisions (as from time to time modified or re-enacted) which such provision has directly or indirectly replaced;
- 1.3.2 any process, policy, regulation or such other similar document of NCC Education referred to in this Agreement shall be a reference to the said process, policy, regulation or such other similar document as set out on the NCC Education website as amended from time to time (the Centre shall be under a duty to check for such amendments), and shall apply to the Centre with necessary modifications for the delivery of the Programmes and/or Qualifications.

2. CONDITIONS PRECEDENT

- 2.1 The Centre will successfully complete Accreditation, which may involve an Accreditation Inspection carried out at a fee to be specified by NCC Education.
- 2.2 Upon signing this Agreement the Centre shall pay the stated non-refundable Centre Application (Accreditation) Fee to NCC Education as set out in Part II of Schedule 1.
- 2.3 The Centre hereby undertakes and agrees that it will not advertise or offer any Programmes and/or Qualifications until after Full Accreditation.
- 2.4 This Agreement is conditional upon the Centre achieving Accreditation within three (3) months from the date of this Agreement failing which the whole of this Agreement other than clauses 1, 2, 6.2.17, 13 and 14 shall automatically be terminated and cease to have any effect.

3. GRANT OF ACCREDITATION

- 3.1 NCC Education accredits the Centre the right to deliver the Programmes and/or Qualifications for which the Centre has paid and to use the Trade Marks and the Materials, but only strictly in connection with the Programmes and/or Qualifications for which the Centre has paid and as agreed between the Parties.
- 3.2 NCC Education reserves the right to operate the Business anywhere in the world without restriction.
- 3.3 For the avoidance of doubt, nothing in this Agreement shall prevent NCC Education from establishing or permitting any other centre, reseller, website or any other distribution or advertising channels for the purposes of providing Programmes and/or Qualifications and developing the Business anywhere in the world.

4. FEES

- 4.1 The Centre shall pay by direct payment to the bank account specified in Part III of Schedule 1 the following fees:
- 4.1.1 the Programme Fees as set out in Part I of Schedule 1;
 - 4.1.2 the Centre Application (Accreditation) Fee as set out in Part II of Schedule 1;
 - 4.1.3 the Operational Fees as set out in Part II of Schedule 1; and
 - 4.1.4 any other fees which may be payable under this Agreement.
- 4.2 NCC Education may attribute any money which it receives from or on behalf of the Centre, to any sum owed by the Centre to NCC Education regardless of any designation of such payment.
- 4.3 The Centre acknowledges and agrees that it has no right to withhold payment of any sums payable to NCC Education by reason of its dissatisfaction with NCC Education's performance of its obligations pursuant to this Agreement and that if it is so dissatisfied it will pursue other remedies at law which may be available to it.
- 4.4 If NCC Education accepts payment from any third party, company or individual who is not the Centre in respect of payments due hereunder from the Centre, such acceptance shall not in any way imply that:-
- 4.4.1 NCC Education has accepted a transfer of this Agreement or any of the rights thereunder granted, to such third party; nor
 - 4.4.2 that it shall be obliged to accept any payment under this Agreement from such source in the future.
- 4.5 All fees legitimately paid to NCC Education are non-refundable.
- 4.6 NCC Education reserves the right to increase fees payable by the Centre under this Agreement each year and to revise the Minimum Registration Numbers every three (3) years provided the Centre will be given six (6) months written notice of the details of such increase.

5 PURPOSE OF THIS AGREEMENT

- 5.1 This Agreement sets out the terms of the contractual relationship between the Parties and the role and responsibilities of the Centre in its dealings with NCC Education.
- 5.2 The contents of this Agreement are in keeping with the requirements of the General Conditions of Recognition.
- 5.3 By signing this Agreement, the Centre confirms its understanding of the terms and conditions and agrees to adhere to the requirements herein. The terms specified in this Agreement will be referred to where there is any dispute or disagreement relating to the role and responsibilities of the Centre.

6 THE CENTRE'S RESPONSIBILITIES

- 6.1. The Centre agrees to carry out its responsibilities as set out in the division of responsibilities between NCC Education and the Centre in Schedule 3.
- 6.2. The Centre hereby agrees that it will:

6.2.1. General Conditions of Recognition

- 6.2.1.1. take all reasonable steps to ensure that NCC Education is able to comply with the requirements of the General Conditions of Recognition in relation to the activity it undertakes to deliver the specified elements of the Qualifications on behalf of NCC Education. In particular, those requirements specified in Conditions C1 and C2 will be observed. Conditions C1 and C2 are provided in Schedule 5 of this Agreement;

6.2.2. Retention of Records and Access to Records, People and Premises

- 6.2.2.1. maintain all Candidate records and details of achievement in an accurate, timely and secure manner in line with the requirements of NCC Education and the Data Protection Act 1998 and make these records available for external quality assurance and auditing purposes, as required;
- 6.2.2.2. take all necessary steps to comply with reasonable requests from NCC Education for information, data or documents required by NCC Education or by the Regulators, as soon as practicable;
- 6.2.2.3. retain complete accurate records to be specified by NCC Education, including attendance records, certificate claims and Candidate data for each Programme and/or Qualification, for at least three (3) years from completion of all Programmes and/or Qualifications and make these available to NCC Education upon request;
- 6.2.2.4. provide NCC Education and the Regulators access to Premises, people and records as required, and fully co-operate with its monitoring activities, including but not limited to providing access to any and all Premises used, on reasonable notice, which for the purposes of this clause shall be five (5) working days, though NCC Education reserves the right to conduct short or no notice visits under situations defined in the Academic Regulations;
- 6.2.2.5. take all reasonable steps to safeguard the transfer of personal data in line with the requirements of NCC Education's Data Protection Transfer Agreement, as set out on the NCC Education website;

6.2.3. Monitoring Activity and Investigations

- 6.2.3.1. assist NCC Education in carrying out any reasonable monitoring activities and assist in any investigations in relation to but not limited to malpractice and maladministration, the marketing and/or delivery of the Programmes and/or Qualifications and the use of Trade Marks in the territory where the Centre and Premises operate, and to assist Ofqual in any investigations made for the purposes of performing its functions;
- 6.2.3.2. pay NCC Education such fees as may be incurred by NCC Education to conduct monitoring visits in the event that the Centre is unable to assist NCC Education and/or Ofqual to complete any investigations pursuant to clause 6.2.3.1 to the satisfaction of NCC Education and/or Ofqual;
- 6.2.3.3. provide confirmation that the Centre is not in breach of NCC Education's Academic Regulations at least once a year and as and when requested by NCC Education;
- 6.2.3.4. promptly notify NCC Education of any negative publicity or event which may have an adverse effect on the Business that comes to the Centre's attention;

6.2.4. Centre Workforce

- 6.2.4.1. have sufficient and competent staff, resources and systems necessary to support the delivery of the Programmes and/or Qualifications, and where necessary, the recording of exemptions;
- 6.2.4.2. ensure that it has available sufficient managerial and other resources to enable it to effectively and efficiently undertake the delivery of the Programmes and/or Qualifications as required by NCC Education;

- 6.2.4.3. provide staff with appropriate inductions and professional development (including a development plan) to ensure staff can maintain the relevant expertise and competence required by NCC Education;
- 6.2.4.4. supply staff curriculum vitae and other evidence (for example original certificates) to NCC Education in a timely manner upon request;
- 6.2.4.5. have in place appropriate staff and relevant systems before the Programmes and/or Qualifications are made available in accordance with NCC Education's Academic Regulations, and in accordance with such other requests as NCC Education may make from time to time;
- 6.2.4.6. ensure that staff involved in the delivery of a Programme and/or Qualification understand the relevant specification provided by NCC Education as set out on the NCC Education website;
- 6.2.4.7. ensure effective communications systems are in place internally to keep all relevant staff informed of current NCC Education policies and procedures;
- 6.2.4.8. ensure that quality assurance and management processes are in place and that these apply across all Premises;

6.2.5. Legislation

- 6.2.5.1. undertake the delivery of the Programmes and/or Qualifications on an equal opportunities basis in accordance with English law;
- 6.2.5.2. ensure all equipment and facilities used for the purpose of delivery of the Programmes and/or Qualifications comply with the requirements of the relevant health and safety regulations;
- 6.2.5.3. comply with the requirements of Data Protection Act 1998 in relation to all data received from NCC Education or Candidates, use such data only for the purpose for which it has been collected, not disclose personal information to any unauthorised person, and process personal data in accordance with the Data Protection Act 1998;
- 6.2.5.4. comply with all relevant law, regulatory criteria, codes of practice including the General Conditions of Recognition and the additional regulatory documents that support these Conditions, as updated and amended from time to time, for the delivery of the Programmes and/or Qualifications;
- 6.2.5.5. keep abreast of the in-country regulation governing the marketing, promotion and delivery of the Programmes and/or Qualifications and to promptly inform NCC Education in writing of any regulatory changes that may affect marketing, promotion and delivery of the Programmes and/or Qualifications or any part of this Agreement;

6.2.6. Complaints and Review of Results

- 6.2.6.1. operate a complaint handling process or review of results process;
- 6.2.6.2. adhere to NCC Education's Review of Results process and provide appropriate information and support to enable Candidates to access the Review of Results process;

6.2.7. Malpractice and Maladministration

- 6.2.7.1. have in place robust procedures for preventing and investigating incidents of malpractice and/or maladministration which are up-to-date and communicated across the Premises, sub-contractors and third parties;
- 6.2.7.2. regularly review procedures for preventing and investigating incidents of malpractice and/or maladministration and make all improvements necessary to ensure they remain relevant and fit for purpose;
- 6.2.7.3. take all reasonable steps to prevent incidents of malpractice and/or maladministration from occurring;

- 6.2.7.4. take all reasonable steps to investigate any suspected incidents of malpractice and/or maladministration and rectify any negative impact of these incidents;
- 6.2.7.5. develop an action plan for managing and rectifying the negative impact of any incidents of malpractice and/or maladministration, and identifying any areas of improvement required to ensure the malpractice and/or maladministration does not recur in the future, and make this action plan available to NCC Education, as required;
- 6.2.7.6. take appropriate and proportionate action against those responsible for malpractice and/or maladministration to ensure it does not recur in the future;
- 6.2.7.7. deliver, in full, the actions required to manage and rectify any identified incidents of malpractice and/or maladministration;
- 6.2.7.8. promptly notify NCC Education of any incidents of malpractice and/or maladministration in line with the requirements of NCC Education's Malpractice and Maladministration Policy;
- 6.2.7.9. provide access to documents, records, data, staff, third parties, sub-contractors, Candidates, Premises or any other resource required by NCC Education during an investigation of malpractice and/or maladministration;
- 6.2.7.10. pay NCC Education such fees as may be incurred by NCC Education to make such visits to the Centre and the Premises to address any malpractice and/or maladministration;

6.2.8. Marking, Moderation and Verification

- 6.2.8.1. comply with the marking, moderation and verification processes specified by NCC Education in NCC Education's Assessment Instructions, which will be undertaken by NCC Education or on its behalf;
- 6.2.8.2. comply with any instruction issued by NCC Education to change the marking of evidence generated by a Candidate during an assessment;

6.2.9. Resources

- 6.2.9.1. use buildings that provide access for Candidates for assessment purposes, in accordance with relevant equalities legislation;
- 6.2.9.2. ensure that the full range of relevant, current equipment required to deliver the Programmes and/or Qualifications outlined in the Accredited Partner Centre Facilities Requirements is supplied;
- 6.2.9.3. provide the necessary resources in accordance with any requirements outlined in the specification for each Programme and/or Qualification;
- 6.2.9.4. maintain adequate systems and resources including, where appropriate, equipment, materials and software to support the delivery of the Programmes and/or Qualifications;
- 6.2.9.5. have the necessary level of financial, technical and staffing resources and systems required to support the delivery of the Programmes and/or Qualifications;
- 6.2.9.6. have appropriate arrangements and agreements in place with any third parties or suppliers who provide goods or services to the Centre which contribute to the delivery of the Programmes and/or Qualifications;
- 6.2.9.7. have the staff, resources and systems necessary to support the delivery of the Qualifications, accumulation and transfer of credits and, where necessary, the recording of exemptions;
- 6.2.9.8. prior to the marketing, offering and delivering of the Programmes and/or Qualifications obtain and thereafter maintain the approval of the relevant governmental authorities (including the Ministry of Education, or equivalent, in the locality of the Premises) to enable the Centre to deliver the Programmes and/or Qualifications;

6.2.10. Candidate Registration and Certification

- 6.2.10.1. register each Candidate for assessments in line with the requirements of NCC Education to ensure that each Candidate is uniquely identified;
- 6.2.10.2. register/enter Candidates for assessment in an efficient manner and in accordance with NCC Education's timetables;
- 6.2.10.3. take appropriate and reliable steps and such other steps as may be required by NCC Education's Instructions for Conducting Examinations to confirm each Candidate's identity prior to assessment taking place;
- 6.2.10.4. use the record of the Candidate's previous achievements to ensure that opportunities for credit transfer and exemption are given in accordance with NCC Education's Direct Entry and Exemptions Policy, where Candidates request such credit transfers or exemptions;
- 6.2.10.5. recognise any restrictions regarding the minimum amount of time that Candidates must be registered with NCC Education before certification, as well as the combination of units and/or Programmes allowed;
- 6.2.10.6. take reasonable steps to ensure that all relevant Centre staff understand how and when to apply for certification;
- 6.2.10.7. take all reasonable steps to guard against fraudulent or mistaken claims for certificates;
- 6.2.10.8. have arrangements in place to obtain on behalf of Candidates a Unique Learner Number (ULN) for England, Northern Ireland and Wales only and a Candidate record (unless a Candidate chooses not to have one);

6.2.11. Management of third parties and sub-contractors

- 6.2.11.1. implement and maintain an effective system for the management of all third party and sub-contracted services and any Premises and ensure that all policies and requirements referred to in this Agreement apply to these third parties and sub-contractors;
- 6.2.11.2. ensure that where a partnership arrangement exists between the Centre and a third party that the respective roles and responsibilities are documented and disclosed in writing to NCC Education;
- 6.2.11.3. have in place agreements with third parties and sub-contractors to ensure that all policies and requirements referred to in this Agreement are enforceable by both the Centre and NCC Education against third parties and sub-contractors;
- 6.2.11.4. ensure it has effective communications systems in place with third parties and sub-contractors to keep them up to date with the requirements of NCC Education and the Regulators;
- 6.2.11.5. not assign, transfer or subcontract its rights or obligations under this Agreement without the prior written approval of NCC Education;

6.2.12. Termination of this Agreement and Interests of Candidates

- 6.2.12.1. co-operate fully with NCC Education in cases where NCC Education decides to withdraw the Centre or Premise from its role in delivering a Programme and/or Qualification, whether such withdrawal is voluntary or not from the Centre's perspective;
- 6.2.12.2. take reasonable steps to protect the interests of Candidates in the case of such a withdrawal as referred to in clause 6.2.12.1 above. This will apply whether the withdrawal is voluntary or not from the Centre's perspectives;
- 6.2.12.3. adhere to the process specified by NCC Education for the withdrawal of the Centre or Premise from the delivery of a Programme and/or Qualification (as outlined in the NCC Education Centre Withdrawal Policy) whether the withdrawal is voluntary or not from the Centre's perspective;

6.2.13. Invoicing

- 6.2.13.1. provide payment by direct bank transfer in pounds sterling (GBP) of all invoices presented by NCC Education within the stated terms and conditions, and for all and any bank charges applicable to such payment;
- 6.2.13.2. acknowledge that all fees are stated exclusive of VAT, which will be charged and payable where applicable;
- 6.2.13.3. ensure that all Candidate Qualification Fees, Course Fees, Operational Fees and any fee payable pursuant to clause 6.2.15.6 are received by NCC Education in cleared funds by the deadlines specified by NCC Education, failing which the Candidates will not be registered for the requested assessment cycle, and/or NCC Education shall be entitled to withhold performance of its obligations under this Agreement;
- 6.2.13.4. pay NCC Education interest at the rate of 1% per calendar month or part thereof on any late payment of the Candidate Qualification Fees, Course Fees, Operational Fees or any other sums payable to NCC Education under this Agreement;
- 6.2.13.5. comply with the payment terms stated on all invoices received;

6.2.14. Assessment

- 6.2.14.1. adhere to any assessment requirements as per the requirements of the relevant Programme and/or Qualification as specified by NCC Education in its Academic Regulations and Assessment Instructions;
- 6.2.14.2. ensure the security of any assessment material in respect of storage and the handling process in line with the requirements of NCC Education;
- 6.2.14.3. have arrangements in place that allow for recognition of prior learning (RPL), where appropriate and authorised by NCC Education;

6.2.15. General Centre Requirements

- 6.2.15.1. comply with all of the requirements specified in the NCC Education Centre Regulations in order to continue to deliver Programmes and/or Qualifications on behalf of NCC Education;
- 6.2.15.2. agree to the application of the sanctions policy as laid down in the NCC Education Candidate and Centre Sanctions Policy;
- 6.2.15.3. deliver the Programmes and/or Qualifications only at the accredited Premises as the use of any other location for the Centre's delivery of Programmes and/or Qualifications without the prior written approval of NCC Education is specifically prohibited under the terms of this Agreement;
- 6.2.15.4. actively promote the Programmes and/or Qualifications and supply NCC Education with details of all marketing materials (including websites and digital media), to be published by the Centre in relation to the Programmes and/or Qualifications, in advance of publication;
- 6.2.15.5. develop and submit annual marketing plans to NCC Education for prior approval;
- 6.2.15.6. ensure that the Minimum Registration Numbers are achieved each year and, where the Minimum Registration Number for a particular Qualification is not achieved, the Centre shall pay to NCC Education a fee equal to the difference between (i) the Candidate Qualification Fees or the Course Fees payable if the Minimum Registration Number for the Qualification was achieved and (ii) the Candidate Qualification Fees or Course Fees payable based on the actual number of Candidates registered for the Programme and/or Qualification for the year;
- 6.2.15.7. promptly inform NCC Education in writing of any material change in the management, ownership or control of the Centre or any of the Premises referred to in this Agreement;

- 6.2.15.8. conduct the Centre's teaching operations strictly in accordance with the Materials;
- 6.2.15.9. ensure that the Materials at all times remain the sole and exclusive property of NCC Education, acknowledge that the copyright in the Materials vests in NCC Education and not take, or allow any other person to take, any copies of the Materials without the prior written consent of NCC Education;
- 6.2.15.10. at all times observe the principles and provisions of NCC Education's Equality and Diversity Policy regardless of any local customs, rules or regulations in the locality of the Premises;
- 6.2.15.11. bring to Candidates' attention NCC Education's Privacy Statement;
- 6.2.15.12. cease to use and destroy or amend any printed or published marketing materials upon request by NCC Education to ensure compliance with regulations and to ensure that the information is up to date;
- 6.2.15.13. use the Materials as supplied by NCC Education for the delivery of the Programmes, and not vary the content of the Materials unless with the specific written agreement of NCC Education, provided that the Centre may introduce into its teaching additional local and typical examples and assignments in addition to the Materials supplied by NCC Education and shall notify NCC Education of the introduction of such examples and assignments;
- 6.2.15.14. permit NCC Education to use the Centre's name and photographs of the Centre and all Premises for NCC Education's publicity purposes, and take reasonable steps to procure Candidates' consent to NCC Education using the Candidates' names and photographs for publicity purposes;
- 6.2.15.15. comply with the terms of use of any virtual learning environment used by NCC Education and the Centre in the delivery of the Programmes and/or Qualifications;
- 6.2.15.16. answer accurately, fully and within a reasonable time any reasonable enquiries received from NCC Education;

6.2.16. Insurance

- 6.2.16.1. put in place and maintain with a reputable insurance company (which refers to an insurance company registered under the Financial Conduct Authority in the UK or a local equivalent authority in any country outside of the UK) an "All Risks" insurance policy subject to such minimum sums insured and such other conditions as may be agreed to by NCC Education in order for the Centre and all Premises to deliver the Programmes and/or Qualifications, including but not limited to:-
 - liability in respect of Candidates, staff and third parties;
 - damage or destruction to any Premise;
 - damage or destruction to equipment required for the delivery of the Programmes and/or Qualifications; and
 - loss of profits or business interruption;
- 6.2.16.2. on request from NCC Education, provide evidence of the insurance cover referred to in 6.2.16.1;

6.2.17. Confidentiality

- 6.2.17.1. save as specifically provided in this Agreement, not during the term of this Agreement (or at any time thereafter) disclose to any person, nor use otherwise than in the delivery of Programmes and/or Qualifications on behalf of NCC Education, any information obtained from NCC Education in any form whatsoever, whether written, oral or otherwise, provided that the Centre may disclose any information either:

(i) to its responsible staff (which term whenever used in this Agreement shall include other personnel, agents, contractors and permitted assigns) where this is necessary for the delivery of Programmes and/or Qualifications provided that the Centre and such staff are bound by obligations of confidentiality similar to those contained in this clause 6.2.17.1;

(ii) where the Centre can prove that the information was already known to it prior to receipt from NCC Education or where it was subsequently disclosed to the Centre lawfully by a third party without any breach by that third party; or

(iii) where the information was already in the public domain at the time of receipt by the Centre other than as a result of a breach of any obligations of confidentiality owed to NCC Education;

6.2.17.2. use its best endeavours to minimise the risk of any unauthorised disclosure or use of the information by the Centre and its staff and to enforce such confidentiality obligations upon reasonable request by NCC Education.

7 NCC EDUCATION'S RESPONSIBILITIES

7.1. NCC Education hereby agrees that subject to the Centre observing all of its obligations under this Agreement, it will:

7.1.1. carry out its responsibilities as set out in the division of responsibilities between NCC Education and the Centre in Schedule 3;

7.1.2. take all reasonable steps to protect the interests of Candidates where the Centre withdraws from the delivery of a Programme and/or Qualification;

7.1.3. specify a process to be followed in any withdrawal of the Centre (whether voluntary or not) from its role in delivering a Programme and/or Qualification, or from Programmes and/or Qualifications delivery /Centre approval in general;

7.1.4. answer correctly, fully and within a reasonable time any reasonable enquiries received from the Centre and Candidates;

7.1.5. provide effective guidance to the Centre in respect of the parts of the delivery of Programmes and/or Qualifications which the Centre undertakes;

7.1.6. upon request, provide the Centre with guidance on how to best prevent, investigate and deal with malpractice or maladministration;

7.1.7. comply with the requirements of the Data Protection Act 1998 in relation to all personal data supplied by the Centre by:-

7.1.7.1. using data collected from the Centre only for the purpose for which it has been collected;

7.1.7.2. not disclosing such data to any unauthorised person;

7.1.7.3. processing such data in accordance with NCC Education's registration under the Data Protection Act 1998; and

7.1.7.4. not disclosing information if to do so would breach a duty of confidentiality or any other legal duty;

- 7.1.8. provide information in relation to:
 - 7.1.8.1. the requirements that the Centre must comply with in order to continue to deliver the Programmes and/or Qualifications;
 - 7.1.8.2. the policy for issuing invoices, payment of invoices and the retention and content of invoices;
 - 7.1.8.3. the sanctions policy to be applied in cases where the Centre fails to comply with the requirements of NCC Education;
 - 7.1.8.4. a written complaints procedure;
 - 7.1.8.5. a published specification for each of the Programmes and/or Qualifications made available;
 - 7.1.8.6. the review of results process to enable the results of assessments to be appealed;
 - 7.1.8.7. details for allowing special consideration in the delivery of assessments; and
 - 7.1.8.8. details of the expected dates or timescales for the issue of results;
- 7.1.9. review and approve the marketing materials prepared by the Centre and the use of the Trade Marks in such materials, provided that such approval shall be at the absolute discretion of NCC Education;
- 7.1.10. award certificates bearing NCC Education's logo and the name of the Centre to each Candidate who has passed a Qualification or procure that the relevant university partner validates and issues the award certificates for the qualifications in respect of the University Partner Programme;
- 7.1.11. maintain a register of all Qualifications awarded;
- 7.1.12. provide the Centre with such Materials (in electronic form) as shall be required to support the teaching of the accredited Programmes at the Centre together with full details (also in electronic form) of any alterations to the Materials to enable the Centre to keep its copy up to date and to ensure that such Materials are made available through NCC Education's virtual learning environment;
- 7.1.13. in the event that NCC Education terminates an agreed University Partner Programme or its relationship with any university or other institution which validates any of its University Partner Programmes, NCC Education will implement a written withdrawal plan with an agreed deadline to ensure that any Candidate who is registered on that University Partner Programme will be provided with an opportunity to take an assessment and obtain an appropriate award at the end of the relevant University Partner Programme, which is as similar as reasonably possible to the originally intended academic award;
- 7.1.14. keep at its registered office an up to date copy of the Materials, as revised from time to time, which shall be the authentic text of the Materials;
- 7.1.15. if requested by the Centre, provide the Centre staff with training on the use of the Materials and delivery of the Programmes as NCC Education shall deem necessary, such training being subject to the payment of a Training Fee and any additional sums to cover the expenses which may be incurred by NCC Education in the course of providing such training; and

- 7.1.16. provide the Centre with other miscellaneous services in respect of the assessments for the Programmes and/or Qualifications (subject to the relevant fees being paid by the Centre);
- 7.2. Notwithstanding any other provision herein contained, NCC Education shall have the full right to sub-contract or delegate the performance of any of its obligations under this Agreement to any third party whatsoever.
- 7.3. NCC Education shall be fully entitled to substitute any alternative university or other educational institution of similar standing, in place of the university or other establishment which is published as being the validating or supervising institution for any University Partner Programme.

8 TERMINATION

- 8.1. This Agreement can be terminated by either Party, in writing, with at least three (3) months' notice. Clause 1, 2, 6.2.1, 6.2.3, 6.2.5.3, 6.2.6, 6.2.7.9, 6.2.12, 6.2.17, 9.2, 10, 13 and 14 of this Agreement shall continue beyond termination.
- 8.2. NCC Education shall be entitled to terminate this Agreement either as provided in this clause 8 or by NCC Education giving not less than thirty (30) days' written notice to the Centre if:-
 - 8.2.1. there is at any time a material change in the management, ownership or control of the Centre; or
 - 8.2.2. the Centre at any time challenges the validity of any Intellectual Property of NCC Education.
- 8.3. Either Party shall be entitled to immediately terminate this Agreement by written notice to the other if:-
 - 8.3.1. that other Party commits any breach of any of the provisions of this Agreement and, in the case of a breach capable of remedy, fails to remedy the breach within thirty (30) days after receipt of a written notice giving full particulars of the breach and requiring it to be remedied;
 - 8.3.2. an encumbrancer takes possession or a receiver is appointed over any of the property or assets of that other Party;
 - 8.3.3. the other Party makes any voluntary arrangement with its creditors or becomes subject to an administration order;
 - 8.3.4. the other Party goes into liquidation (except for the purposes of amalgamation or reconstruction if this is done in such a way that the resulting entity effectively agrees to be bound by or assume the obligations imposed under this Agreement);
 - 8.3.5. anything which, under the law of any jurisdiction, is analogous to any of the acts or events specified in clauses 8.3.2, 8.3.3 and 8.3.4; or
 - 8.3.6. the other Party breaches clause 10.
- 8.4. NCC Education shall be entitled to terminate this Agreement with immediate effect if:-
 - 8.4.1. the Centre does not register any Candidates at any time over a two (2) year period;
 - 8.4.2. NCC Education discovers that the Centre has misrepresented, provided false or incomplete information to NCC Education, including but not limited to during Accreditation; or

- 8.4.3. if the Centre does not have the necessary valid licenses or approvals to conduct its business or deliver the Programmes and/or Qualifications.
- 8.5. For the purposes of clause 8.3.1, a breach shall be considered capable of remedy if the Party in breach can comply with the provision in question in all respects other than as to the time of performance where such timing is not of the essence.
- 8.6. Any waiver by either Party of a breach of any provision of this Agreement shall not be considered as a waiver of any subsequent breach of the same or any other provision of this Agreement.
- 8.7. The rights to terminate this Agreement given by this clause shall be without prejudice to any other right or remedy of either Party in respect of the breach concerned (if any) or any other breach.

9 CONDITIONS FOLLOWING TERMINATION

- 9.1. Immediately upon termination of this Agreement for any reason the Centre shall:-
- 9.1.1. immediately cease to use the Materials and the Trade Marks;
 - 9.1.2. not associate itself with NCC Education;
 - 9.1.3. not hold itself out as delivering the Programmes and/or Qualifications; and
 - 9.1.4. immediately return to NCC Education all Materials, whether in soft copy or hard copy form, and delete any soft copies which are still in the possession of the Centre.
- 9.2. In the event that this Agreement is terminated, the Centre shall ensure that all Candidates who have paid the Centre and registered for assessments with NCC Education are allowed to complete their Programmes and/or Qualifications and shall declare to NCC Education details of all fees paid by Candidates to the Centre and shall provide evidence thereof (upon request by NCC Education).

10 PREVENTION OF CORRUPTION

- 10.1. The Parties shall each:
- 10.1.1. comply with all applicable laws, regulations, codes and sanctions relating to anti-bribery and anti-corruption including, but not limited, to the Bribery Act 2010;
 - 10.1.2. not engage in any activity, practice or conduct which would constitute an offence under the Bribery Act 2010;
 - 10.1.3. not do, or omit to do, any act that will cause or lead NCC Education to be in breach of the Bribery Act 2010;
 - 10.1.4. have and shall maintain in place throughout the term of this Agreement its own policies and procedures, including but not limited to adequate procedures under the Bribery Act 2010, to ensure compliance with the Bribery Act 2010, and will enforce them where appropriate; and

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| 10.1.5. ensure that all persons associated with the Centre, and other persons who are party to this Agreement, comply with this clause. | NCC Education shall ensure that all persons associated with the Centre, and other persons who are party to this Agreement, comply with this clause. | tion and the Centre, or any other person in connection with this Agreement. |
| 10.2. The Centre shall indemnify NCC Education against all costs (including legal fees) and expenses incurred by NCC Education as a result of any breach of this Agreement. | NCC Education shall indemnify the Centre against all costs (including legal fees) and expenses incurred by the Centre as a result of any breach of this Agreement. | ses, liabilities, damages, and costs awarded against, NCC Education. |
| 10.3. In the event of a breach of this clause, the innocent Party shall be entitled to immediately terminate this Agreement being terminated, and payment of, or pay to the innocent Party for any loss and/or damage to the innocent Party. | 10.3. In the event of a breach of this clause, the innocent Party shall be entitled to immediately terminate this Agreement being terminated, and payment of, or pay to the innocent Party for any loss and/or damage to the innocent Party. | the innocent Party shall be entitled to immediately terminate this Agreement being terminated, and payment of, or pay to the innocent Party for any loss and/or damage to the innocent Party. |

11 AUTHORITY AND AGENCY

- 11.1. The Centre shall make no representation in and shall give no warranty to any person in respect of the Centre's documents, programmes and/or Qualifications or the Materials save those specifically stated by the Centre Education at the time the Centre makes the representation, claim or statement.
- 11.2. Nothing in this Agreement shall limit the liability of the Parties to this Agreement, partners or joint venturers or obligations of the other Party arising from either Party being an agent or representative of the other Party. Neither Party shall be considered as being an agent or representative of the other Party in relation to dealings which the Centre may have with any third party and neither Party shall be liable for, or make any representation on behalf of NCC Education or NCC Education Limited or have power to contract on behalf of NCC Education or NCC Education Limited or its subsidiaries or its subsidiaries and shall have no power to contract on behalf of NCC Education or NCC Education Limited or its subsidiaries or its subsidiaries.

12 INTELLECTUAL PROPERTY

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| 12.1. NCC Education warrants to the Centre of the Trade Marks by the Centre would constitute an infringement of | not aware of any reason why the use with the terms of this Agreement by the party. |
| 12.2. In no circumstance will the Centre agree to the use of the Trade Marks or any other trade mark in the Programmes and/or Qualifications marks in the marketing and/or delivery of the Programmes and/or Qualifications nor apply for registration of any similar marks which may cause confusion. | Registration of the Trade Marks by the Centre shall not constitute an infringement of the rights of the proprietor of any of the Trade Marks in the marketing and/or delivery of the Programmes and/or Qualifications nor shall the Centre use any other trade mark in the marketing and/or delivery of the Programmes and/or Qualifications nor apply for registration of any similar marks which may cause confusion. |
| 12.3. The Centre acknowledges that the grant of the Trade Marks vest with NCC Education hereafter and for all purposes remain with NCC Education that any such rights at any time acquired by the Centre shall be deemed to be at its own expense do all such acts as NCC Education deems necessary to protect the Trade Marks. | All other rights in and associated with the Trade Marks shall at all times remain with NCC Education and in the event of any dispute, NCC Education shall immediately on demand, provide all such documents as may be required in NCC Education. |
| 12.4. If NCC Education obtains registration of the Trade Marks after the date of this Agreement, NCC Education shall be deemed to have assigned the trade mark and, where the context so requires, the Trade Marks shall be deemed to include the Trade Marks. | Any trade mark used in the Business after the date of this Agreement shall be deemed to have been assigned to the Centre under this Agreement to the extent that it is similar to the Trade Marks. |

- 12.5. The Centre will immediately notify NCC Education of all circumstances in the territory where the Centre and Premises operate which may constitute an infringement of the Trade Name or may constitute passing off in respect of the Trade Name of the registered trade mark used in the Business and shall take such reasonable steps as NCC Education may direct at the expense of NCC Education to assist in the protection of the Trade Marks.
- 12.6. Any rights which the Centre may have under sections 3 and 31 of the Trade Marks Act 1994 are excluded.
- 12.7. The Centre shall only use the Trade Mark in the manner and in such colour schemes, style and form as may from time to time be approved by NCC Education.
- 12.8. The Centre shall not take any action which would or might reasonably be expected to jeopardise or invalidate any registration of Trade Marks, or might prejudice the rights or title of NCC Education.
- 12.9. The Centre shall not use the Trade Mark in any manner not provided for by this Agreement. Examples of which the Centre may not take without NCC Education's prior written consent include, but are not limited to:
- 12.9.1. removing any copyright or other notice from any Materials;
 - 12.9.2. copying, reproducing, adapting, selling, or otherwise transferring, or any rights in, any Materials;
 - 12.9.3. publishing or otherwise making available any Programmes and/or Qualifications or using any of the Trade Mark or any other mark in connection with the right to market the Programmes and/or Qualifications unless the Centre agrees with the terms of this Agreement.
- 12.10. The Centre hereby acknowledges that NCC Education is the sole owner of the Intellectual Property and acknowledges that no right, title or interest in the Intellectual Property will not vest any right, title or interest in the Centre other than as expressly provided in this Agreement.
- 12.11. All goodwill deriving from the use of the Trade Marks shall be to the benefit of and belong to NCC Education.
- 12.12. Where any Candidate or staff of the Centre produce any written work, audio or visual content, computer programme or other content in any form of media whatsoever (hereafter referred to as "Content") in connection with the Programmes and/or Qualifications then:-
- 12.12.1. that Candidate or staff shall retain the copyright in such Content;
 - 12.12.2. that Candidate or staff shall assign the copyright to NCC Education and grant to NCC Education a royalty-free worldwide licence to use the Content for all purposes whatsoever including educational and training purposes;
 - 12.12.3. the Centre shall ensure that this clause 12.12 are incorporated in any contract entered into with that Candidate or staff so that the terms of this clause may be invoked by NCC Education.

13 JURISDICTION

- 13.1. This Agreement is governed in all respects in accordance with English law and shall be construed and take effect as an agreement made in England notwithstanding the fact that the Centre may be based outside England.
- 13.2. The Centre shall conduct its business in a lawful manner and it will faithfully comply with all applicable laws or regulations for the conduct of its business, and in particular, the delivery of the Programmes and/or Qualifications.
- 13.3. Any dispute relating to the construction and subject matter of this Agreement shall be subject to the jurisdiction of the English courts.

14 GENERAL

- 14.1. This Agreement constitutes the entire agreement between NCC Education and the Centre and supersedes all prior agreements, terms or statements in connection with the subject matter of this Agreement. No director, employee or agent of NCC Education is authorised to make any representation or warranty not contained in this Agreement.
- 14.2. The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement and no person who is not a party to this Agreement shall have the right (whether under the Contracts (Rights of Third Parties) Act 1999 or otherwise) to enforce any term of this Agreement which expressly or by implication confers a benefit on that person without the express prior written agreement of both the Parties (and this written agreement must refer to this clause).
- 14.3. None of the Parties to this Agreement shall be responsible to any other Party for any delay in performance or non-performance due to any cause that is unforeseeable by and beyond the control of the Parties, provided that the affected Party shall promptly inform the other Party of the occurrence of such event, stating that the occurrence has delayed or prevented its performance. Once the other Party has been informed, both Parties shall be released from the performance of their respective obligations to an extent commensurate with the impact of the occurrence. Once the occurrence no longer delays or prevents performance by the affected Party, the affected Party will take all action within its power to comply with the terms of this Agreement as fully and promptly as possible.
- 14.4. The failure of any Party at any time to comply with any of the terms, provisions or conditions of this Agreement or to exercise any right under this Agreement shall not constitute a waiver of the term, provision or condition, or affect that Party's rights thereafter.
- 14.5. Subject to clause 4.6 and clause 14.9, no variation, modification or amendment of any of the terms of this Agreement shall be of any effect unless it is made in writing signed by or on behalf of each of the Parties to this Agreement.
- 14.6. Any notice, consent or the like required by or under this Agreement shall be in writing and shall be served personally or shall be sent by email, first-class post or recorded delivery to the address of the Party set out in this Agreement or to a changed address notified in writing to the other Party and every such notice,

consent and the like shall be deemed to have been given when served if made by personal delivery or if not made by personal delivery at the time when, in the course of ordinary postage or transmission, it should have been delivered at the address to which it was sent.

14.7. This Agreement may be entered into in the form of two (2) or more counterparts, each executed by one of the Parties.

14.8. Either Party may execute this Agreement by a digital signature which has been notified to the other Party prior to the execution by that Party and, notwithstanding the fact that such signature is inserted digitally, this Agreement shall still be deemed to have been executed.

14.9. NCC Education reserves the right to update and/or withdraw any element of the Qualifications. NCC Education will give the Centre reasonable notice in writing of any changes.

14.10. The Centre shall indemnify NCC Education and keep it indemnified against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever whether arising in tort (including negligence), breach of any applicable law or breach of this Agreement, to the extent that any such loss or claim is due to the breach of contract, negligence, wilful default or fraud of itself or of the Centre's staff.

SCHEDULE 1

FEES

Part I and Part II of this Schedule 1 shall apply to any fees payable from 1 February 2017 onwards, regardless of whether a Candidate was registered before 1 February 2017, and any fees payable by the Centre to NCC Education up to 31 January 2017 shall be in accordance with Agreements STR006-150-14 and STR006-020-15.

Accordingly, the Licence Fees set out below will be payable for the first time on the next anniversary of the date of Full Accreditation following 1 February 2017.

The Centre further agrees that should the Centre fail to meet the Minimum Registration Numbers for the period from the last anniversary of the Programme Start Date prior to 1 February 2017 to the next anniversary of the Programme Start Date following 1 February 2017, any fee payable pursuant to Clause 6.15h of Agreement STR006-150-14 shall be payable in accordance with Clause 6.2.15.6 of this Agreement instead, and shall be calculated based on the Candidate Qualification Fees and Course Fees set out below in Part I and Part II of this Schedule 1.

Part I - Programme Fees

The **Programme Start Date** is 30 June 2015, pursuant to Agreement STR006-020-15.

Level 3 Diploma in Business (RQF)		
Fee type		Sum
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£1,000
Qualification Fees (per Candidate)	Candidate Qualification Fee	£230
	Candidate Unit Fee (charged where a Candidate registers for an individual unit of assessment)	n/a
	Unit Resit Fee (charged where a Candidate resits an individual unit of assessment)	£35
Minimum Registration Numbers per Qualification (guaranteed by the Centre per Premise)		Numbers
• For first year (from 30 June 2015)		15 Candidates
• For second year (from 30 June 2015)		20 Candidates
• For third and subsequent years (from 30 June 2015)		25 Candidates

If the Centre has more than one (1) Premise, the Centre shall complete this additional information.

Name of additional Premise	Strategy First Institute (Mandalay branch)	
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£500

The **Programme Start Date** is 30 March 2015, pursuant to Agreement STR006-150-14.

Level 4 Diploma in Business (RQF)		
Fee type		Sum
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£1,000
Qualification Fees (per Candidate)	Candidate Qualification Fee	£320
	Candidate Unit Fee (charged where a Candidate registers for an individual unit of assessment)	n/a
	Unit Resit Fee (charged where a Candidate resits an individual unit of assessment)	£35
Minimum Registration Numbers per Qualification (guaranteed by the Centre per Premise)		Numbers
• For first year (from 30 March 2015)		15 Candidates
• For second year (from 30 March 2015)		20 Candidates
• For third and subsequent years (from 30 March 2015)		25 Candidates

If the Centre has more than one (1) Premise, then please complete this additional information.

Name of additional Premise	Strategy First Institute (Mandalay branch)	
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£500

The **Programme Start Date** is 29 March 2016, pursuant to Agreement STR006-150-14.

Level 5 Diploma in Business (RQF)		
Fee type		Sum
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£1,000
Qualification Fees (per Candidate)	Candidate Qualification Fee	£380
	Candidate Unit Fee (charged where a Candidate registers for an individual unit of assessment)	n/a
	Unit Resit Fee (charged where a Candidate resits an individual unit of assessment)	£45
Minimum Registration Numbers per Qualification (guaranteed by the Centre per Premise)		Numbers
• For first year (from 29 March 2016,		15 Candidates

• For second year (from 29 March 2016)	20 Candidates
• For third and subsequent years (from 29 March 2016)	25 Candidates

If the Centre has more than one (1) Premise, then please complete this additional information.

Name of additional Premise	Strategy First Institute (Mandalay branch)	
Licence Fee	Valid for and renewable at intervals of 12 months from date of Full Accreditation and throughout the duration of the Agreement	£500

The Candidate Qualification Fees and Course Fees for the main Centre also apply to all Premises. The Minimum Registration Numbers shall apply to the number of Candidate Registrations for each Premise.

All fees are stated exclusive of VAT, which will be charged and payable where applicable.

NCC Education will conduct an annual price review and reserves the right to increase the Programme Fees each year.

Part II - Operational Fees

Description	Fee £ sterling	Comments
Centre Application (Accreditation) Fee	£0	This non-refundable fee is payable when the Centre submits the Accredited Partner Centre Application Form to NCC Education.
Accreditation Inspection Fee (where required)	£200 + NCC Education's expenses at cost	This non-refundable fee is payable if, in NCC Education's sole opinion, an inspection visit is required for the purposes of Accreditation. The visit shall be conducted by the Regional NCC Education's staff based in the region, when available. The expenses element of the fee shall be agreed with the Centre and invoiced prior to the visit.
Late Candidate Enrolment fee - per unit per Candidate	£25	This fee is charged per unit of assessment when a Candidate is registered for an assessment cycle after the initial registration deadline specified by NCC Education (provided that such registrations shall be at the absolute discretion of NCC Education).
Amendment fee – per unit per Candidate	£25	This fee is charged when a Candidate is taken out of an assessment cycle after the initial registration deadline specified by NCC Education has passed.
Amendment fee – per unit per Candidate with appropriate medical note approved by NCC Education	Free of charge	When a Candidate is taken out of an assessment cycle and an appropriate medical note is submitted to NCC Education in accordance with the Special Considerations Policy.
Out-of-cycle assessment	To be specified by NCC Education	A fee is charged for an out-of-cycle moderation event due to the late submission of assessments unless in NCC Education's sole opinion, there are valid exceptional circumstances justifying the late submission.
Post-Results Service 1: Clerical Check	£40 per Candidate	A check to confirm that all clerical stages of the assessment process have been completed, such as correct addition/recordings of marks, etc. (Refundable in the event that NCC Education's standard marking and moderation procedures set out in the Assessment Handbook and Centre Handbook have not been followed correctly.) This service is not provided for the University Partner Programmes.
Post-Results Service 2: Review of Marking	£80 per Candidate OR £50 per Candidate if a Service 1 Clerical Check has already taken place	A review of the original marking of the work of an individual Candidate by a senior marker (to be determined by NCC Education), to confirm that NCC Education's marking scheme has been appropriately applied. This review can also involve consideration of the evidence provided for an academic misconduct penalty or to support special consideration, if appropriate.

		<p>Also includes the checks outlined against Service 1 above, if this service has not already been completed separately.</p> <p>(Refundable in the event that NCC Education's standard marking and moderation procedures set out in the Assessment Handbook and Centre Handbook have not been followed correctly.)</p> <p>This service is not provided for the University Partner Programmes.</p>
Post-Results Service 3: Cohort Moderation Review	£160 per cohort	<p>A review of the moderation carried out for a cohort or Candidate for a particular assessment, based on the sample of assessments submitted by the Centre.</p> <p>(Refundable in the event that NCC Education's standard marking and moderation procedures set out in the Assessment Handbook and Centre Handbook have not been followed correctly.)</p> <p>This service is not provided for the University Partner Programmes.</p>
Post-Results Service 4: Appeal	£250 per Candidate if appealing the outcome of a Service 2 Review of Marking, or per cohort if appealing the outcome of a Service 3 Cohort Moderation Review	<p>A panel including at least one independent member is convened to determine whether NCC Education's marking processes and procedures, as well as any Post-Results Service, have been conducted correctly.</p> <p>An Appeal may only be requested following the outcome of a Post-Results Service 2 or 3.</p> <p>(Refundable in the event that NCC Education's standard marking and moderation procedures set out in the Assessment Handbook and Centre Handbook and any Post-Results Services have not been carried out correctly.)</p> <p>This service is not provided for the University Partner Programmes.</p>
Replacement Certificate for completed unit	£20 per certificate	<p>A Candidate gets a certificate upon passing a unit of assessment. Should a Candidate wish to request a duplicate certificate they can do so at the cost of £20.</p> <p>This service is not provided for the University Partner Programmes.</p>
Replacement Certificate for completed Qualification	£50 per certificate	<p>A Candidate gets an overall certificate and academic transcript upon passing the assessments for a completed Qualification. Should a Candidate wish to request a duplicate certificate he/she can do so at the cost of £50 per certificate.</p> <p>This service is not provided for the University Partner Programmes.</p>
Replacement Transcript Letters	£25 per letter	<p>A Candidate can obtain a duplicate transcript letter as verification of a completed Qualification. This can be obtained by completing the relevant form on the NCC Education website.</p> <p>This service is not provided for the University Partner Programmes.</p>

Courier fee (optional)	£25 per courier	This optional service is available if document(s) are required to be sent or returned by secure courier.
Candidate Eligibility Extension Fee (per Qualification)	£40	This fee is charged when Candidates apply for an extension to the three (3) year period within which a Qualification must be completed.
Other Miscellaneous Services	To be specified by NCC Education from time to time	

All fees are stated exclusive of VAT, which will be charged and payable where applicable.

NCC Education will conduct an annual price review of all fees in Part I and Part II of Schedule 1 and reserves the right to increase the fees each year.

Part III - Bank Details of NCC Education

The Royal Bank of Scotland
PO BOX 356
38 Mosley Street
Manchester
M60 2BE
United Kingdom

Account Name: NCC Education Ltd

Sort Code: 16-00-01

Account Number: 20123912

Swift Code: RBOS GB 2L

IBAN : GB28 RBOS 1600 0120 1239 12

Please notify NCC Education by email (finance@nccedu.com) when making payment, giving details of amount of draft, invoice number and/or what the remittance is in respect of.

SCHEDULE 2

TRADE MARKS

Part 1: Registered trade marks

The Mark	No	Schedule and class	Date of reg	Date of next renewal	Goods
NCC Education	009501313	EU Trade Mark-9	26 April 2011	5 November 2020	Teaching apparatus and instruments
NCC Education	009501313	EU Trade Mark -16	26 April 2011	5 November 2020	Printed matter
NCC Education	009501313	EU Trade Mark -41	26 April 2011	5 November 2020	Education
NCC Education	1 175 482	WIPO (Botswana, Ghana, Kenya, Zambia) -9	9 August 2013	9 August 2023	Teaching apparatus and instruments
NCC Education	1 175 482	WIPO (Botswana, China, Ghana, Kenya, Zambia) -16	9 August 2013	9 August 2023	Printed matter
Digi-Trailblazers	012174918	EU Trade Mark -9	19 February 2014	26 September 2023	Computer software, DVDs
Digi-Trailblazers	012174918	EU Trade Mark -16	19 February 2014	26 September 2023	Printed publications, examination papers and syllabuses
Digi-Trailblazers	012174918	EU Trade Mark -41	19 February 2014	26 September 2023	Education services, educational courses, examinations and qualifications
Digi-Explorers	012174827	EU Trade Mark -9	7 March 2015	26 September 2023	Computer software, DVDs
Digi-Explorers	012174827	EU Trade Mark -16	7 March 2015	26 September 2023	Printed publications, examination papers and syllabuses
Digi-Explorers	01217482	EU Trade Mark -41	7 March 2015	26 September 2023	Education services, educational

					courses, examinations and qualifications
Digi-Navigators	012174884	EU Trade Mark -9	10 April 2015	26 September 2023	Computer software, DVDs
Digi-Navigators	012174884	EU Trade Mark -16	10 April 2015	26 September 2023	Printed publications, examination papers and syllabuses
Digi-Navigators	012174884	EU Trade Mark -41	10 April 2015	26 September 2023	Education services, educational courses, examinations and qualifications

Part 2: Applications

The Mark	No	Schedule and class	Date of applications	Goods

Part 3: Unregistered trade marks

Mark or Representation or Description of Get-Up	Goods

SCHEDULE 3

DIVISION OF RESPONSIBILITIES

Division of the quality assurance and programme management responsibilities of NCC Education and Centres

The table below shows the division of responsibilities between NCC Education and Centres.

	Responsibility	NCC Education	Centre
Development and Approval of Accredited Partner Centres			
1	Complete accreditation application form (to be provided by NCC Education) and submit to NCC Education		Y
2	Approval of Centre for delivery of Programme and/or Qualification if NCC Education's requirements are met, visit the Centre where required in NCC Education's sole opinion (a fee may be payable)	Y	
General Quality Management			
3	Appoint Head of Centre and Centre Coordinator in accordance with NCC Education's Academic Regulations		Y
4	Participate in briefing/training as directed by NCC Education e.g. for induction to NCC Education's Candidate registration system		Y
5	Provide induction and further operational support as requested from the Centre (fee may be applicable)	Y	
Marketing			
6	Marketing of Programmes and/or Qualifications and/or collaboration with NCC Education		Y
7	Approval of marketing and all other materials using NCC Education name and/or logo	Y	
Recruitment, Admissions and Registration			
8	Recruitment of Candidates		Y
9	Make entry admission decisions in accordance with the entry requirements set out in the Qualification specifications on NCC Education's website		Y
10	Check and authenticate qualifications used by Candidates to prove that they meet the entry requirements set out in the Qualification specifications on the NCC Education website		Y

	Responsibility	NCC Education	Centre
11	Register and enrol Candidates via NCC Education's online platform		Y
12	Send any Programme and/or Qualification updates, new/revised assessment activity schedules or any other information to Centre as may be required for the performance of their obligations to NCC Education	Y	
Teaching Staff			
13	Provide CVs of all administrative and teaching staff to NCC Education (except for University Partner Programmes), prior to commencement of delivery (including the Head of Centre and Centre Coordinator)		Y
14	Review (and approve if satisfactory) all staff involved in the delivery of the Programmes and/or Qualifications (except for University Partner Programmes) at the Premises	Y	
Candidate Information and Candidate Welfare			
15	Provide student handbook as appropriate (available via NCC Education's Virtual Learning Environment)	Y	
16	Provide Candidate induction		Y
17	Candidate welfare (including but not limited to career guidance, emotional and career support for Candidates)		Y
18	Collect and monitor Candidate feedback		Y
Learning Resources			
19	Provide access to NCC Education electronic resources for Candidates registered for the Programmes and/or Qualifications where necessary (fee may be applicable)	Y	
20	Provide access to NCC Education electronic resources for Centre staff, where necessary	Y	
21	Provide local library and information and communications technology resources for Candidates		Y
22	Provide Programme and/or Qualification specifications, if applicable	Y	
23	Provide NCC Education Candidate support materials where necessary (fee may be applicable)	Y	
24	Teach/deliver using Materials provided by NCC Education (excluding University Partner Programmes)		Y

	Responsibility	NCC Education	Centre
25	Contact NCC Education with any teaching or assessment related questions		Y
Assessment			
26	Set, send and moderate assessments in accordance with NCC Education's Assessment Instructions and Instructions for Conducting Examinations	Y	
27	Organise, invigilate, mark and send assessments back to NCC Education in accordance with NCC Education's Assessment Instructions and Instructions for Conducting Examinations		Y
28	Comply with all requests from NCC Education relating to any investigation of maladministration and / or malpractice at the Centre		Y
29	Run assessment boards	Y	
30	Centrally record decisions on qualification certificates awarded to Candidates who complete the Programme and/or Qualification	Y	
31	Download results slips from online platform and issue to Candidates		Y
Regulations and Candidate Appeals			
32	Publish updated Academic Regulations on NCC Education's website for Centre's reference	Y	
33	Implement and adhere to NCC Education Academic Regulations		Y
34	Centre to contact NCC Education with requests relating to post-assessment services, which will be provided by NCC Education subject to payment of relevant fees to NCC Education		Y
35	Manage Candidate academic appeals (subject to payment of relevant fees to NCC Education)	Y	
Monitoring and Reporting			
36	Complete annual monitoring report and submit to NCC Education		Y
37	Manage annual monitoring and conduct monitoring visits if required in NCC Education's opinion	Y	
Website			
38	Maintain and update Programme and/or Qualification and support materials on the NCC Education website	Y	

	Responsibility	NCC Education	Centre
39	Ensure information on website and all digital media is correct in any reference to being a Centre or in the delivery of the Programmes and/or Qualifications		Y
Certification			
40	Issue NCC Education qualification certificates and academic transcripts (where applicable) or procure that the relevant university partner validates and issues the award certificates for the University Partner Programmes for Candidates who pass the Programme	Y	
41	On receipt of certificates and academic transcripts (where applicable) from NCC Education, distribute to Candidates		Y

SCHEDULE 4

THE PREMISES

This section must be completed for any and all location(s) from where Programmes and/or Qualifications will operate

For any additional Premise please duplicate this page

Company name and address	Strategy First Institute No 8, Ground Floor, Pan Chan Tower, Corner of Dhamma Zedi Road and Bargayar Road, Myaynigone, San Chaung Township, Yangon, Myanmar.
Business Registration Number	4334 of 2011-2012
Telephone	+951 539132 / +95 9250 7171 66~68
Fax	
Email address	<u>info@mystrategyfirst.com</u>
Website address	<u>www.strategyfirstinstitute.com</u>
Main contact	Mr Aung Kyaw Htay
Job title	Senior Business Manager
Direct line	+95 9458 0401 79
Fax	
Email address	<u>aungkyawhtay@mystrategyfirst.com</u>
Purchase Ledger	Same as above
Contact name and Email address	

Company name and address	Strategy First Institute (Mandalay branch) Block 4, Unit 8, Mingalar Mandalay, 73 Road, Corner of Thazin and Ngu Shwe War Road, Mandalay
Business Registration Number	4334 of 2011-2012
Telephone	+952 2000 037 / +959 444 555 616 / +959 444 555 617
Fax	
Email address	<u>info.mdy@mystrategyfirst.com</u>
Website address	<u>www.strategyfirstinstitute.com</u>
Main contact	Nyi Nyi Naing
Job title	Centre Manager
Direct line	+952 2000 037
Fax	
Email address	<u>info.mdy@mystrategyfirst.com</u>
Purchase Ledger	Same as above
Contact name and Email address	

SCHEDULE 5

CONDITION C1 AND C2 OFQUAL 2016

Condition C1 and C2 – extract from the General Conditions of Recognition, Ofqual 2016.

Condition C1 Arrangements with third parties

C1.1 Where an Awarding Organisation arranges for a third party to undertake, on its behalf, any part of the development, delivery or award of qualifications which the Awarding Organisation makes available, or proposes to make available, the Awarding Organisation must:

- (a) ensure that the arrangements which it establishes with that third party enable the Awarding Organisation to develop, deliver and award qualifications in accordance with its Conditions of Recognition, and
- (b) monitor and, where appropriate, enforce such arrangements so as to ensure that it is able to develop, deliver and award qualifications in accordance with its Conditions of Recognition.

C1.2 An Awarding Organisation must take all reasonable steps to ensure that, in making any such arrangements, it does not impose unnecessary or unduly burdensome requirements on third parties.

Condition C2 Arrangements with Centres

C2.1 Where a Centre undertakes any part of the delivery of a qualification on behalf of an Awarding Organisation, this condition applies in addition to the requirements in Condition C1.

C2.2 Where this condition applies, an Awarding Organisation must ensure that arrangements between it and the Centre include a written and enforceable Agreement.

C2.3 That Agreement must in particular include provisions which:

- a) require the Centre to take all reasonable steps to ensure that the Awarding Organisation is able to comply with its Conditions of Recognition
- b) require the Centre to take all reasonable steps to comply with requests for information or documents made by the Awarding Organisation or Ofqual as soon as practicable
- c) require the Centre to assist the Awarding Organisation in carrying out any reasonable monitoring activities and to assist Ofqual in any investigations made for the purposes of performing its functions
- d) set out all the requirements with which the Centre must comply in order to continue to deliver the qualification
- e) establish a sanctions policy to be applied in the event that the Centre fails to comply with these requirements
- f) require the Centre to retain a Workforce of appropriate size and competence to undertake the delivery of the qualification as required by the Awarding Organisation
- g) require the Centre to have available sufficient managerial and other resources to enable it effectively and efficiently to undertake the delivery of the qualification as required by the Awarding Organisation
- h) require the Centre to undertake the delivery of the qualification required by the Awarding Organisation in accordance with Equalities Law
- i) require the Centre to operate a complaints handling procedure or appeals process for the benefit of Learners

- j) set out any Moderation processes that the Awarding Organisation will undertake or that will be undertaken on its behalf
- k) specify a process to be followed in any withdrawal of the Centre (whether voluntary or not) from its role in delivering a qualification, and
- l) require the Centre to take all reasonable steps to protect the interests of Learners in the case of such a withdrawal.

C2.4 In the event that the Centre withdraws from its role in delivering a qualification, the Awarding Organisation must take all reasonable steps to protect the interests of Learners.

C2.5 The Awarding Organisation must, in respect of the parts of the delivery of qualifications which the Centre undertakes:

- a) provide effective guidance to the Centre, and
- b) make available to the Centre any information which, for the purposes of that delivery, the Centre may reasonably require to be provided by the Awarding Organisation.

SIGNED AS A DEED AND DELIVERED BY NCC EDUCATION

Signed for and on behalf of NCC Education
Ltd by:



Print Name:

ALLAN NORTON

Position within Company:

General Manager

Date:

11/9/17

Witness Signature:



Witness Name:

PAULINE MCKENRICK

SIGNED AS A DEED AND DELIVERED BY CENTRE

Centre Name:

Ack & Co. Services Company Limited

I (Aung Chit Khin) am duly authorised to enter into this Agreement on behalf of Ack &
Co. Services Company Limited

Signed for and on behalf of the Centre by:



Print Name:

Aung Chit Khin

Position within Company:

Principal

Date:

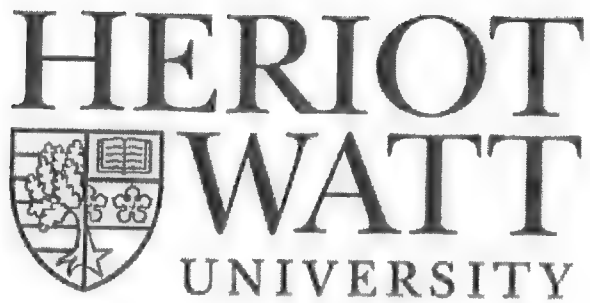
21 August 2017

Witness Signature:



Witness Name:

Aung Kyaw Htay



Master of Science (Construction Project Management)

Curriculum

Awarded by – Heriot-Watt University

Delivered by - Strategy First

Form P7Heriot-Watt University – Postgraduate Programme Structure & Notes

1. Programme Code(s) (recruitment & exit awards) D3K7-CPM D3K5-CPM		2. Programme Titles for all awards (unabbreviated) Construction Project Management Construction Project Management	
3. Main Award(s) (to be recruited to) MSc PgDip		4. Exit Awards (graduation only) PgCert	5. Type PGT (full/part time)
6. Date of Production April 2017 January 2018			

MANDATORY COURSES & DISSERTATION/PROJECT													
Edinburgh/ Orkney/SBC	HWUM	Dubai	ALP	IDL	Collaborative Partner	Semester	Phase (Part- time only)	Courses: (Please highlight any new courses and include the course descriptors)		Credit Value		SCQF Level	Notes
								Code	Course Title	SCQF	MQA		
X	X	X	X	X		1	1	D31PT	Project Management: Theory and Practice	15	3.75	11	
X	X	X	X	X		1	1	D31VR	Value and Risk Management	15	3.75	11	
X	X	X	X	X		1	2	D31PZ	Contracts and Procurement	15	3.75	11	
						1			OPTIONAL				
X	X	X	X	X		2	1	D31PS	Project Management: Strategic Issues	15	3.75	11	
X	X	X	X	X		2	2	D31CG	Construction Financial Management	15	3.75	11	
X	X	X	X	X		2	2	D31PO	People and Organisation Management in the Built Environment	15	3.75	11	
						2			OPTIONAL				
X	X	X	X	X		3	2	D31RZ	Research Dissertation	60	15	11	

OPTIONAL COURSES													
Edinburgh/ Orkney/SBC	HWUM	Dubai	ALP	IDL	Collaborative Partner	Semester	Phase (Part- time only)	Courses: <i>(Please highlight any new courses and include the course descriptors)</i>		Credit Value		SCQF Level	Notes
								Code	Course Title	SCQF	MQA		
X	X	X	X	X		1	2	D39TA	Construction Technology 3	15	3.75	9	
X		X		X		1	2	D11STD 21ST	Sustainability for Construction Professionals in Civil Engineering	15	3.75	11	
X		X		X		1	2	D21EH	Environmental Hydrology and Water Resources	15	3.75	11	
X		X		X		1	2	D21EG	Environmental Geotechnics	15	3.75	11	
X		X		X		1	2	D41SP	Spatial Planning	15	3.75	11	
X	X	X	X	X		1	2	D41EP	Urban Economy and Property Markets	15	3.75	11	
X	X	X		X		1	2	D41DD	Sustainable Design and Development	15	3.75	11	
X		X		X		1	2	D41ME	Macroeconomics, Finance & the Built Environment	15	3.75	11	
	X	X	X	X		2	1	D31MI	Construction Practice and Information Technology	15	3.75	11	
X				X		2	1	D30IC	Innovation in Construction Practice	15	3.75	10	

7. COMPOSITION e.g. 8 taught courses (5 mandatory + 3 optional) plus a dissertation					
8 taught courses - 6 mandatory + 2 optional (plus a Research Dissertation for MSc)					
8. AWARDS, CREDITS & LEVEL e.g. requires xx SCQF credits including a minimum of xx at Level 9 and xx at Level 10					
The awards, credits and level for this programme is in line with University Regulations as set out below (please tick)			Yes	X	No
If you have selected "No" please amend the statement below and highlight changes.					
Masters Degree		180 SCQF Credits including a minimum of 150 SCQF credits at Level 11			
Postgraduate Diploma		120 SCQF Credits including a minimum of 90 SCQF credits at Level 11			

Form P7Heriot-Watt University – Postgraduate Programme Structure & Notes

1. Programme Code(s) (recruitment & exit awards) D3K7-CPM D3K5-CPM		2. Programme Titles for all awards (unabbreviated) Construction Project Management Construction Project Management	
3. Main Award(s) (to be recruited to) MSc PgDip	4. Exit Awards (graduation only) PgCert	5. Type PGT (full/part time)	6. Date of Production April 2017 January 2018

Postgraduate Certificate 60 SCQF Credits including a minimum of 40 SCQF credits at Level 11

9. PROGRAMME ACCREDITED BY Royal Institution of Chartered Surveyors, Chartered Institute of Building		10. QAA SUBJECT BENCHMARKING GROUP(S) Construction	
11. LEVEL OF COURSES		12. MODE OF STUDY	
Level 11	X	Full-time	X
Levels 7-10(UG)	X	Part-time	X
Mixed		Independent	X
Courses not at level 11: (include codes)		D39TA Construction Technology 3; D30IC Innovation in Construction Practice (Edinburgh only)	

14. DURATION OF STUDY (MONTHS)	Standard		Maximum			
	Full-time	Part-time	Full-time	Part-time	ALP	IDL
Masters	12	24	24	48	84	84
Diploma	9	15	24	48	48	48
Certificate	6	12	24	48	48	48

PROGRAMME NOTES

15. NOMINAL PASS MARK/GRADE (Highlight Changes)			16. SUMMARY OF ASSESSMENT METHODS(Percentage)		
	Mark	Grade	Coursework:		Examination:
Masters	C	50%	If a variation in assessment methods across campuses/modes of study exists give details below		
Diploma	D	40%	Variable according to course choice		
Certificate	D	40%	Details of the coursework/examination proportions are detailed in the relevant course descriptor. Assessment methods across the programme are set to provide an appropriate balance of examinations and coursework		

17. RE-ASSESSMENT OPPORTUNITIES			
The re-assessment policy for this programme is in line with University Regulations as set out below (please tick)			Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If you have selected "No" please amend the statement below and highlight changes.			
<p>1. A student who has been awarded a Grade E or F in a course may be re-assessed in that course. A student who has been awarded a Grade D in a course may be re-assessed in that course in order to proceed to, or be eligible to receive the award of, Masters.</p> <p>2. A student shall be permitted one re-assessment opportunity in a maximum of three taught courses. The opportunity for re-assessment in four or more taught courses shall be at the discretion of the Progression Board.</p> <p>Any further re-assessment opportunities in a course will require the approval of the Postgraduate Studies Committee.</p> <p>3. A student may be permitted, at the discretion of the Progression Board, to be re-assessed in the project or other supervised research component of the course of study.</p>			

18. AWARD CRITERIA	Total Course Passes	Overall Mark/Grade	Basis of Overall Mark/Grade	Other Requirements
The award criteria for this programme is in line with University Regulations as set out below (please tick)				Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If you have selected "No" please amend the statement below and highlight changes.				
Master (Distinction):	8 + Research Dissertation	70% / A	Weighted Average >=70% over 8 courses at grades A-C plus Research Dissertation at grade A	
Master:	8 + Research Dissertation	50% / C	Weighted Average >=50% over 8 courses at grades A-D plus Research Dissertation at minimum grade C for each project	
Diploma (Distinction):	8	70% / A	Weighted Average >=70% over 8 courses at grades A-C	
Diploma:	8	40% / D	Weighted Average >=40% over 8 courses at grades A-E	
Certificate:	4	40% / D	Weighted Average >=40% over 4 courses at grades A-E	

19. COURSE CHOICE/DISSERTATION	
Research Dissertation topic choice in the field of Building or Urban Design	

20. ADDITIONAL INFORMATION	
The School of the Energy, Geoscience, Infrastructure and Society runs its optional courses subject to demand. If student numbers are below five then the School reserves the right to withdraw these courses. Sufficient courses to obtain credits necessary for an award will always be available.	

Form P7Heriot-Watt University – Postgraduate Programme Structure & Notes

1. Programme Code(s) (recruitment & exit awards) D3K7-CPM D3K5-CPM		2. Programme Titles for all awards (unabbreviated) Construction Project Management Construction Project Management			
3. Main Award(s) (to be recruited to) MSc PgDip	4. Exit Awards (graduation only) PgCert	5. Type PGT (full/part time)	6. Date of Production April 2017January 2018		

Form C4

Heriot Watt University - Course Description

Version 4.0 (2015/2016)

1. Course Code	D31CG		2. Course Title	Construction Financial Management			3. SCQF Level	11	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Prof Stephen Ogunlana		
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 2	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 2	IDL <input checked="" type="checkbox"/> Sem 2	Malaysia <input checked="" type="checkbox"/> Sem 2	Collaborative Partner <input checked="" type="checkbox"/> Name Univ of Edinburgh Sem 2	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 2/3		
8. Pre-requisites	None									
9. Linked Courses (specify if synoptic)	None									
10. Excluded Courses	None									
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/optional course		<p>MANDATORY</p> <p>D2J7(D2J5)-CEC-MSc/PgDip Civil Engineering and Construction Management</p> <p>D2W7(D2W5)-WRE-MSc/PgDip Water Resources</p> <p>D3K7(D3K5)-CPM-MSc/PgDip Construction Project Management</p> <p>D3Q7(D3Q5)-QSU-MSc/PgDip Quantity Surveying</p> <p>D3G7(D3G5)-CFM-MSc/PgDip Construction Financial Management – closed to recruitment – 1DL, 2XX</p> <p>D3T7(D3T5)-FAM-MSc/PgDip Facilities Management – only open for recruitment for 2XX students - available to continuing IDL</p> <p>OPTIONAL</p> <p>D3G7(D3G5)-MSc/PgDip Architectural Project Management</p> <p>D231-CEE-MEng Civil and Environmental Engineering</p> <p>D291-STE-MEng Structural Engineering</p> <p>D292-SEI-MEng Structural Engineering with International Studies</p> <p>D2A1-CEI-MEng Civil Engineering with International Studies</p> <p>D2B1-CIE-MEng Civil Engineering – 1ED, 1MP</p> <p>D2E1-SEA-MEng Structural Engineering with Architectural Design</p> <p>D197(D195)-BDM-MSc/PgDip Building Services Engineering Management – closed to recruitment – 1DL</p>					

D1G7(D1G5)-BDF-MSc/PgDip Building Services Facilities Management – closed to recruitment – 1DL

13. The course may be delivered to:

UG only ☐PG only ☐UG & PG ☒

14. Available as an Elective?

Yes ☐No ☒

15. Aims

The aim of the module is to enable students to appreciate and make an intelligent contribution towards the managerial and financial aspects of construction companies in general and construction projects in particular. This includes developing awareness and understanding of the need for financial planning and monitoring and the cost control process.

16. Syllabus

The importance of financial management and control in contracting, Corporate strategies in construction companies., Financial management at the company level, Cash flow forecasting (S-curves, net cash flow), Costing (need, cost accounts), Cost and value reconciliation at the project level, Production of financial accounts for construction companies, corporate analysis and ratio analysis applied in construction, Economic comparison (present worth, equivalent annual cost, etc), Profitability measurement (NPW, DCY, etc.), Construction Plant financial appraisal (calculation of plant hire rate, optimum life, etc.), Development appraisal techniques (residual valuation, development valuations using DCF)

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery

*Understanding, Knowledge and Cognitive Skills**Scholarship, Enquiry and Research (Research-Informed Learning)*

The student will be familiarised with principals concerning corporate strategies and financial management both at the construction company level and the construction project level. The student will also develop the skills that will enable him or her to analyse and assess the performance of construction companies and understand their financial accounts. Finally, students will learn a variety of techniques used to appraise investment schemes such as property and construction Plant and provide information for decisions such level of prices, optimum age, etc.

Form C4

Heriot Watt University - Course Desc

Version 4.0 (2015/2016)

Personal Abilities	Industrial, Commercial & Professional Practice			Autonomy, Accountability & Working with Others		Communication, Numeracy & ICT	
	The ability to financial appraise and evaluate alternative schemes, Appreciate project and corporate level financial management			Project and corporate level financial control at different levels within the organisation Communicate financial data to various parties		Ability to analyse financial data on organisations Ability to read financial models	
18. Assessment Methods				19. Re-assessment Methods			
Method		Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?	Method		Duration of Exam (if applicable)
Examination		2 hours	100%		Examination		2 hours
							3
20. Date and Version							
Date of Proposal	21/March/2012	Date of Approval by School Committee		Date of Implementation		Version Number	

Form C4

Heriot Watt University - Course Description

Version 4.0 (2017/2018)

1. Course Code	D31MI		2. Course Title	Construction Practice and Information Technology			3. SCQF Level	11	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Yasemin Nielsen		
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 2	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 2	IDL <input checked="" type="checkbox"/> Sem 2	Malaysia <input checked="" type="checkbox"/> Sem 2	Collaborative Partner Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 2		
8. Pre-requisites	None									
9. Linked Courses (specify if synoptic)	None									
10. Excluded Courses	None									
11. Replacement Courses	Code:		Date Of Replacement:		12. Degrees for which this is a mandatory/optional course	MANDATORY D3K7(D3K5)-CPM MSc(PgDip) Construction Project Management D3Q7(D3Q5)-QSU MSc(PgDip) Quantity Surveying D3T7(D3T5)-FAM MSc(PgDip) Facilities Management OPTIONAL D1B1(D1C1)-AEN BEng(MEng) Architectural Engineering D1E1-AEI MEng Architectural Engineering with International Studies				
13. The course may be delivered to:	UG only <input type="checkbox"/>		PG only <input type="checkbox"/>		UG & PG <input checked="" type="checkbox"/>		14. Available as an Elective?		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
15. Aims	<ul style="list-style-type: none"> To provide an insight into the development of information systems in construction industry To evaluate the use of modern ICT means which have an impact on business performance in construction To study relevant IT concepts and appraise its applicability to construction process re-engineering To develop adequate research skills in reviewing and preparing academic publications 									
16. Syllabus										

- Management Information systems for integrated work environment
- Electronic Documents Management
- Development strategy for information systems
- Introduction to IT Infrastructure and EDI
- E-business in construction
- Building Information Modelling (BIM)
- Mobile computing in construction
- Smart/Intelligent Building
- Information systems and Knowledge Management
- IT-ethics and human-IT relationship

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery	<i>Understanding, Knowledge and Cognitive Skills</i>	<i>Scholarship, Enquiry and Research (Research-Informed Learning)</i>
	<p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Appraise the contemporary approach for information systems and their functions within organisations ▪ Assess the need for an information system and plan its development and implementation in construction organisations ▪ Identify the role of Knowledge Management in construction ▪ Recognise the need for standards and protocols to develop integrated information systems 	<p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Investigate and identify the functionality of the IT Infrastructure suitable for certain business objectives

Personal Abilities	Industrial, Commercial & Professional Practice			Autonomy, Accountability & Working with Others		Communication, Numeracy & ICT	
	The learner will develop: <ul style="list-style-type: none"> Awareness of key issues of strategic IT management for business communications Creative exploitation of advanced information technologies to support business processes Ability to deal with human and ethical issues relevant to IT usage. 			The learner will develop: <ul style="list-style-type: none"> Ability to identify IT approaches to solve managerial and technical problems in a collaborative environment 		The learner will: <ul style="list-style-type: none"> explicitly demonstrate and develop good inter-personal and problem solving skills 	
18. Assessment Methods				19. Re-assessment Methods			
Method		Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?	Method		Duration of Exam (if applicable)
Examination		2 hours	100%		Examination 100%		2 hours
20. Date and Version							
Date of Proposal	Sept 2015	Date of Approval by School Committee	September 2016	Date of Implementation	January 2016	Version Number	1.0.1

1. Course Code	D31PO		2. Course Title	People Organisation Management in the Built Environment				3. SCQF Level	11	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Prof Ming Sun			
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/>	SBC <input type="checkbox"/>	Orkney <input type="checkbox"/>	Dubai <input checked="" type="checkbox"/>	IDL <input checked="" type="checkbox"/>	Malaysia <input checked="" type="checkbox"/>	Collaborative Partner Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 1/2			
	Sem 2	Sem	Sem	Sem 2		Sem 2					
8. Pre-requisites											
9. Linked Courses (specify if synoptic)											
10. Excluded Courses											
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/optional course		MANDATORY D3K7(D3K5)-CPM MSc(PgDip) Construction Project Management D3M7(D3M5)-BCT MSc(PgDip) Building Conservation (Technology and Management) D3Q7(D3Q5)-QSU MSc(PgDip) Quantity Surveying D3T7(D3T5)-FAM MSc(PgDip) Facilities Management D307(D305)-CMQ MSc(PgDip) Commercial Management and Quantity Surveying OPTIONAL D117(D115)-AEN MSc(PgDip) Architectural Engineering D107(D108)-BSE MSc(PgDip) Building Services Engineering D3J7(D3J5)-APM MSc(PgDip) Architectural Project Management D4S7(D4S5)-SUM MSc(PgDip) Sustainable Urban Management D4T7(D4T5)-HRE MSc(PgDip) Housing and Real Estate						
13. The course may be delivered to:	UG only <input type="checkbox"/>		PG only <input checked="" type="checkbox"/>		UG & PG <input type="checkbox"/>		14. Available as an Elective?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
15. Aims											

This Course aims to develop a high level of interdisciplinary understanding about complex organisational and personal management processes and how important they are in underpinning technical skills to deliver high quality services as a professional. This Course focuses on people and organisational management. The Course is organised to be as participative as possible and will capitalise on the inter-disciplinary nature of the School. Students will learn about and explore management theory and practice and will have a chance to reflect on their own personal development in a synoptic way. It is hoped that this will be valuable in terms of career development, as management competences and self-reflection are increasingly sought in practice.

16. Syllabus

What is management and why is it important for professional practice? Good and bad examples of management and their effect on individuals, organisations and service delivery. A critical evaluation of management theories. In depth understanding of the complexities of team building, organisational culture, recruitment and selection, staff appraisal, motivation, leadership, communication, co-ordination, and managing change and diversity. Relevance of management competencies to personal development planning.

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery

Understanding, Knowledge and Cognitive Skills Scholarship, Enquiry and Research (Research-Informed Learning)

- Knowledge: A high level of knowledge about complex management theories and their application in built environment organisations, including applied research findings and current good practice techniques
- An understanding of the complexity of management concepts and their application in practice
- An understanding of the importance of management in shaping and influencing the aims of built environment organisations and its application in practice
- To understand the multi-faceted relationships between organisational management and an individual's personal motivation and objectives

An understanding of the role of management competencies in continuous professional development

Personal Abilities

Industrial, Commercial & Professional Practice *Autonomy, Accountability & Working with Others* *Communication, Numeracy & ICT*

Skills: To develop skills in critical and creative analysis of theory and practice in management topics

To explicitly develop a professional level of inter-personal, interdisciplinary, and team working skills

To develop skills in self-management and personal development planning, including critical reflection on personal experience and planning concretely for the future

Values: To recognise the crucial role employees play in effectively meeting organisational goals

To recognise the importance of the management and interpersonal skills that underpin a professional's technical competence

To understand the importance of equal opportunities and diversity in management processes

18. Assessment Methods

Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?	Method	Duration of Exam (if applicable)	Diet(s)
Exam	2 hours	100%		Exam 100%	2 hours	

19. Re-assessment Methods

20. Date and Version

Date of Proposal	Date of Approval by School Committee	Date of Implementation	Version Number
October 2013	October 2013	September 2013	

Form C4

Heri Watt University - Course Descr

Version 4.0 (2015/2016)

1. Course Code	D31PS	2. Course Title	Project Management Strategic Issues					3. SCQF Level	11	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Prof S Ogunlana			
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/>	SBC <input type="checkbox"/>	Orkney <input type="checkbox"/>	Dubai <input checked="" type="checkbox"/>	IDL <input checked="" type="checkbox"/>	Malaysia <input checked="" type="checkbox"/>	Collaborative Partner <input type="checkbox"/>	Approved Learning Partner <input checked="" type="checkbox"/>			
	Sem 2.	Sem.....	Sem.....	Sem 2	Sem 2	Sem 2	Name.....Sem.....	Name: Sem 2/3			
8. Pre-requisites	D31PT - Project Management theory and Practice										
9. Linked Courses (specify if synoptic)	None										
10. Excluded Courses	None										
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/optional course MANDATORY D3K7(D3K5)-CPM-MSc/PgDip Construction Project Management D3J7(D3J5)-APM-MSc/PgDip Architectural Project Management D3L7(D3L5)-CPW-MSc/PgDip Construction Project Management(Work Based Learning)-closed to recruitment – 1DL D3G7(D3G5)-CFM-MSc/PgDip Construction Financial Management – closed to recruitment – 1DL, 2XX OPTIONAL D2J7(D2J5)-CEC- MSc/PgDip Civil Engineering and Construction Management – 1ED, 1MP, 1DL only D2H7(D2H5)-CIV-MSc/PgDip Civil Engineering D231-CEE- MEng Civil and Environmental Engineering D291-STE-MEng Structural Engineering D2B1-CIE-MEng Civil Engineering – 1ED, 1MP only D2E1-SEA-MEng Structural Engineering with Architectural Design D197(D195)-BDM-MSc/PgDip Building Services Engineering Management – closed to recruitment – 1DL D1G7(D1G5)-BDF-MSc/PgDip Building Services Facilities Management –								

				closed to recruitment – 1DL	
13. The course may be delivered to:		UG only <input type="checkbox"/>	PG only <input type="checkbox"/>	UG & PG <input checked="" type="checkbox"/>	14. Available as an Elective? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
15. Aims					
<p>This Course aims to further develop the theory and practical knowledge in the implementation of Project Management Principles in the construction industry Specific aims are:-</p> <ul style="list-style-type: none"> To raise students awareness as to why the construction industry under-performs when compared to other industries. To enable students to appraise and critically analyse the performance of the project management discipline as this has been implemented in the construction industry in recent years and to explore what is needed in order to improve this performance. While the focus of the Course is the application of the PM discipline in the UK and concentrates on some of the practical obstacles and performance difficulties encountered in the UK, there will be similarities between the problems encountered in the UK and in other countries. 					
16. Syllabus					
<p>The Course comprises 8 separate Units, as follows:-</p> <p>Unit 1: The Construction Industry- Practices, Performance and Development</p> <p>Unit 2: The Manufacturing Industry- Learning from other Industries</p> <p>Unit 3: Lean Construction and Process Mapping</p> <p>Unit 4: Lean Planning</p> <p>Unit 5: Performance Measurement and Benchmarking</p> <p>Unit 6: Project Management Evaluation</p> <p>Unit 7: Power, Politics and Influence- Project Teams</p> <p>Unit 8: Supply Chain Management- Partnering and Strategic Alliances</p>					
17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)					
Subject Mastery	Understanding, Knowledge and Cognitive Skills Scholarship, Enquiry and Research (Research-Informed Learning)				

At the end of this Course students should be able to fully appreciate key problems and challenges facing the PM in the construction industry.

At the end of this Course students will appreciate the extent and magnitude of the challenges facing Project Management in the construction industry, together with the implications of these challenges on project management as a discipline and on the industry's practitioners.

The student will be familiarised with principles concerning lean construction, process mapping, performance measurement, benchmarking, explanations for PM failure, Leadership and Influence, Supply Chain Management, and Strategic Partnering.

Personal Abilities

Industrial, Commercial & Professional Practice Autonomy, Accountability & Working with Others Communication, Numeracy & ICT

The students should gain an ability to challenge conventional construction wisdom and should be able to think laterally concerning how the performance problems of the construction industry can be tackled.

The coursework will require the student to conduct extensive research into a specific project to evaluate and assess the causes for project management failure in construction project and will require students to engage in effective time management.

Lecture delivery will include requiring students to work in focused groups to debate current industry problems and issues. This will enhance students debating and interpretive skills and will encourage them to understand different cultural and disciplinary perspectives on key industry issues.

18. Assessment Methods

Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?
Examination	2 hours	100	

19. Re-assessment Methods

Method	Duration of Exam (if applicable)	Diet(s)
Examination	2 hours	

20. Date and Version

Date of Proposal	February 2013	Date of Approval by School Committee		Date of Implementation	September 2013	Version Number	1
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1. Course Code	D31PT		2. Course Title	Project Management Theory and Practice			3. SCQF Level	11	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Stephen O Ogunlana		
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 1	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 1	IDL <input checked="" type="checkbox"/> Sem 1	Malaysia <input checked="" type="checkbox"/> Sem 1	Collaborative Partner Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 1		
8. Pre-requisites										
9. Linked Courses (specify if synoptic)										
10. Excluded Courses										
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/optional course		<p>MANDATORY</p> <p>D2S7(D2S5)-SRM MSc(PgDip) Safety and Risk Management</p> <p>D2J7(D2J5)-CEC MSc(PgDip) Civil Engineering and Construction Management</p> <p>D3J7(D3J5)-APM MSc(PgDip) MSc(PgDip) Architectural Project Management</p> <p>D3K7(D3K5)-CPM MSc(PgDip) Construction Project Management</p> <p>OPTIONAL</p> <p>D2B1-CIE MEng Civil Engineering</p> <p>D241-STE MEng Structural Engineering</p> <p>D2E1-SEA MEng Structural Engineering with Architectural Design</p> <p>D2A1-CIE MEng Civil Engineering with International Studies</p> <p>D2H7(D2H5)-CIV MSc(PgDip) Civil Engineering</p> <p>D3M7(D3M5)-BCT MSc(PgDip) Building Conservation (Technology and Management)</p> <p>D197(D195)-BDM MSc(PgDip) Building Services Engineering Management</p> <p>D1G7(D1G5)-BDF MSc(PgDip) Building Services Facilities Management</p> <p>D3G7(D3G5)-CFM MSc(PgDip) Construction Financial Management</p> <p>D3V7(D3V5)-BSU MSc(PgDip) Building Surveying</p>					
13. The course may be delivered to:	UG only <input type="checkbox"/>		PG only <input type="checkbox"/>		UG & PG <input checked="" type="checkbox"/>			14. Available as an Elective?		
15. Aims								Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

To provide the student with an understanding of the concepts and practices of construction project management used to provide value added services to clients. The course develops understanding of the issues related to the management of construction clients and other project stakeholders and how their needs can be co-ordinated, managed and delivered from the project's design stage through production to occupation and maintenance within the context of client satisfaction and the overarching construction project constraints of time, cost, quality sustainability, health and safety management.

16. Syllabus

Construction project management concepts, standards and services, organisational structures for the delivery of project management services, management strategies for clients and stakeholder briefing, issues related to the management of the construction project design process, and budget setting. Tools and techniques available for construction project planning and control of costs, time, risk and quality. Consideration of issues related to TQM and health and safety. Teamwork and leadership roles.

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery	<i>Understanding, Knowledge and Cognitive Skills Scholarship, Enquiry and Research (Research-Informed Learning)</i>
	<p>Use the relevant construction project management practice standards and bodies of knowledge as detailed in the BS6079, ISO 140001, RICS, CIOB, APM and PMI BoK to determine appropriate PM services</p> <p>Understand client and other construction project stakeholders needs & their translation into project success criteria</p> <p>Understand the key concepts involved in setting up construction project organisational structures so as to promote effective communications between construction project participants</p> <p>Develop an understanding of the applicability of tools and techniques used to manage the process of project production and control within the key project constraints of time, cost and quality</p> <p>Develop a knowledge of TQM approaches to construction project management & related health and safety</p> <p>Develop an ability to work in teams and an understanding of leadership on the processes involved in the production of the built environment.</p>

Personal Abilities

Industrial, Commercial & Professional Practice

Autonomy, Accountability & Working with Others

Communication, Numeracy & ICT

At the end of this Course the learner will be able to:

Apply strategies for appropriate selection of relevant information from a wide source and large body of knowledge

Analyse and interpret practice problems to develop creative solutions.

18. Assessment Methods

Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?
Examination	2	100%	

19. Re-assessment Methods

Method	Duration of Exam (if applicable)	Diet(s)
Examination 100%	2	

20. Date and Version

Date of Proposal	Date of Approval by School Committee	Date of Implementation	Version Number
November 2014	November 2014	September 2014	2.0

Form C4

Heriot Watt University - Course Descriptor

Version 4.0 (2015/2016)

1. Course Code	D31RZ		2. Course Title	Research Dissertation (CPM/QS discipline)				3. SCQF Level	11	4. Credits	60
5. School	EGIS							6. Course Co-ordinator	Dr Craig Kennedy		
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 3	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 3	IDL <input checked="" type="checkbox"/> Sem 1, 2, 3	Malaysia <input checked="" type="checkbox"/> Sem 3	Collaborative Partner Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 3			
8. Pre-requisites	Successful completion at MSc level performance (50% or above) of all 8 taught courses.										
9. Linked Courses (specify if synoptic)	None										
10. Excluded Courses	None										
11. Replacement Courses	Code: D31RQ/D31RR/D31ZZ Date Of Replacement: Sept 2016		12. Degrees for which this is a mandatory/optional course		MANDATORY D3Q7 -QSU MSc Quantity Surveying D3K7-CPM MSc Construction Project Management D3J7-APM MSc Architectural Project Management D3M7-BCT MSc Building Conservation (Technology and Management) D3T7-FAM MSc Facilities Management OPTIONAL						
13. The course may be delivered to:	UG only <input type="checkbox"/> PG only <input checked="" type="checkbox"/> UG & PG <input type="checkbox"/>							14. Available as an Elective? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
15. Aims											

D31RZ Research Dissertation is specifically aimed at the MSc programmes of study which are delivered within the Centre of Excellence in Sustainable Building Design School of Energy, Geoscience, Infrastructure and Society.

The Course aims to enable learners to develop a capacity to research and report in depth on a subject of relevance to his/her academic or professional career. This research project develops their problem solving skills in preparation for their work environment.

16. Syllabus

Students are supported throughout the Research Dissertation by an allocated supervisor. There is no formal syllabus, the research process is supported by VLE with on line resources including PowerPoint slide packs and written guidance material on aspects of good practice in preparing the research project work. Students are introduced to the research dissertation requirements early in the semester and are guided in the preparation of a research proposal.

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery

Understanding, Knowledge and Cognitive Skills

Scholarship, Enquiry and Research (Research-Informed Learning)

The learner will be able to demonstrate the ability to:

- Collect and synthesise material from a range of sources to gain a deep and coherent understanding of theory and practice in a relevant subject.
- Where appropriate, include consideration of wider issues in professions associated to their course which are relevant to the topic being studied
- Devise a suitable research question to address
- Identify and use research techniques and methodologies appropriate to the research aims being investigated
- Carry out original research and analyse and interpret the results obtained
- Develop and present logical arguments based on the evaluation and interpretation of evidence of the specialist subject area.
- Be able to defend their work by providing sound, logical and critical review of their findings which is fully supported by published material or data analysis

Personal Abilities

Industrial, Commercial & Professional Practice Autonomy, Accountability & Working with Others Communication, Numeracy & ICT

The learner will be able to:

- a. Develop his/her analytical skills.
- b. Demonstrate the ability to work and learn independently.
- c. Assemble data from a variety of sources.
- d. Appreciate the importance of research to an informed professional
- e. Produce a substantial piece of written work in which ideas are expressed in a clear, mature and logical way

18. Assessment Methods

Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?
Dissertation	-	100%	-

19. Re-assessment Methods

Method	Duration of Exam (if applicable)	Diet(s)
Re-submission	-	

20. Date and Version

Date of Proposal	January 2016	Date of Approval by School Committee		Date of Implementation		Version Number	1.00
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1. Course Code	D31TA		2. Course Title	Construction Technology				3. SCQF Level	11	4. Credits	15
5. School	SBE						6. Course Co-ordinator	Ming Sun			
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 1	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 1	IDL <input checked="" type="checkbox"/> Sem 1	Malaysia <input checked="" type="checkbox"/> Sem	Collaborative Partner Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 1			
8. Pre-requisites											
9. Linked Courses (specify if synoptic)											
10. Excluded Courses											
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/ optional course		<p>MANDATORY</p> <p>D3K7(D3K5)-CPM MSc(PgDip) Construction Project Management</p> <p>D3Q7(D3Q5)-QSU MSc(PgDip) Quantity Surveying</p> <p>D4D7(D4D5)-RED MSc(PgDip) Real Estate Management and Development</p> <p>D197(D195)-BDM MSc(PgDip) Building Services Engineering Management (non-recruiting)</p> <p>OPTIONAL</p> <p>D3K7(D3K5)-CPM MSc(PgDip) Construction Project Management (1ED 1DU 1DL)</p> <p>D1G7(D1G5)-BDF MSc(PgDip) Building Services Facilities Management (non-recruiting)</p> <p>D1K7(D1K5)-ENS MSc(PgDip) Environment Services (non-recruiting)</p> <p>D3G7(D3G5)-CFM MSc(PgDip) Construction Financial Management (non-recruiting)</p> <p>D3V7(D3V5)-BSU MWc(PgDip) Building Services (non-recruiting)</p>						
13. The course may be delivered to:	UG only <input type="checkbox"/>		PG only <input type="checkbox"/>		UG & PG <input type="checkbox"/>			14. Available as an Elective? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
15. Aims											

The overall aim of this course is to provide graduate students from non-cognate background with a basic understanding of the different elements that make-up a building so that they can communicate effectively with construction professionals in the design and construction of buildings

16. Syllabus

The Course comprises of the following 9 topics:

1. Structural Requirements for Buildings
2. Substructure Design – Foundations
3. Substructure Design – Basements
4. Structural frames and suspended floors
5. Superstructure - External walls and cladding
6. Superstructure - Roofs
7. Services in Buildings
8. Offsite construction
9. Low carbon construction

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery	<p><i>Understanding, Knowledge and Cognitive Skills Scholarship, Enquiry and Research (Research-Informed Learning)</i></p> <ul style="list-style-type: none"> • Demonstrate an understanding of the structural requirements for buildings • Develop a basic understanding of the substructure and superstructure design in buildings. • Raise awareness of modern concepts in building construction, namely: offsite and low carbon construction.
Personal Abilities	<p><i>Industrial, Commercial & Professional Practice Autonomy, Accountability & Working with Others Communication, Numeracy & ICT</i></p> <p>develop skills in</p> <ul style="list-style-type: none"> ▪ Comprehending basic design & construction of buildings by reference to case studies ▪ Investigating and analysing product information, where appropriate ▪ Reflecting on learning achieved and review of knowledge

18. Assessment Methods				19. Re-assessment Methods		
Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?	Method	Duration of Exam (if applicable)	Diet(s)
Exam	2			Exam	2	
20. Date and Version						
Date of Proposal	July 2011	Date of Approval by School Committee		Date of Implementation	September 2011	Version Number 2

Form C4

Heriot-Watt University - Course Description

Version 4.0 (2015/2016)

1. Course Code	D31VR		2. Course Title	Value and Risk Management				3. SCQF Level	15	4. Credits	11
5. School	EGIS						6. Course Co-ordinator	Dr Graeme Bowles			
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/>	SBC <input type="checkbox"/>	Orkney <input type="checkbox"/>	Dubai <input checked="" type="checkbox"/>	IDL <input checked="" type="checkbox"/>	Malaysia <input checked="" type="checkbox"/>	Collaborative Partner <input checked="" type="checkbox"/>	Approved Learning Partner <input checked="" type="checkbox"/>			
	Sem 1	Sem	Sem	Sem 1	Sem 1	Sem 1	Name Univ of Edinburgh Sem 1	Name Sem			
8. Pre-requisites	None										
9. Linked Courses (specify if synoptic)	None										
10. Excluded Courses	None										
11. Replacement Courses	Code:		Date Of Replacement:		12. Degrees for which this is a mandatory/optional course	MANDATORY D3K7(D3K5)-CPM-MSc/PgDip Construction Project Management OPTIONAL D2J7(D2J5)-CEC-MSc/PgDip Civil Engineering and Construction Management D231-CEE-MEng Civil and Environmental Engineering D2A1-CEI-MEng Civil Engineering with International Studies D2B1-CIE-MEng Civil Engineering - 1ED only D3J7(D3J5)-APM-MSc/PgDip Architectural Project Management D197(D195)-BDM-MSc/PgDip Building Services Engineering Management – closed to recruitment – 1DL D1G7(D1G5)-BDF-MSc/PgDip Building Services Facilities Management – closed to recruitment – 1DL					
13. The course may be delivered to:	UG only <input type="checkbox"/>		PG only <input type="checkbox"/>		UG & PG <input checked="" type="checkbox"/>		14. Available as an Elective?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
15. Aims											

The Course aims to introduce the concepts of value & risk management, apply them to strategic and tactical problems and illustrate their tools and techniques through case study

16. Syllabus

VRM and the construction procurement process, An Introduction to Value Management, Value Engineering - Function Analysis and other VE tools, Risk, uncertainty and the construction industry, Risk and procurement of PPP projects, The Risk Management framework., Sources, events and effects of project risk, Tools and techniques of Risk Management, Risk response and mitigation, Client Briefing, A Review of North American Practice.

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

Subject Mastery	<i>Understanding, Knowledge and Cognitive Skills</i>	<i>Scholarship, Enquiry and Research (Research-Informed Learning)</i>
	<ul style="list-style-type: none"> • A practical understanding of the value and risk management of the strategic and tactical development of a construction project. • Gain a practical appreciation of value & risk management techniques used at the technical development stage of the design • Understanding of the practice of value management with the UK practice of cost management. • Understand the development of a PPP brief, including a practical appreciation of value & risk management techniques used at this stage. 	<ul style="list-style-type: none"> • Investigating contemporary approaches to VRM in the context of construction projects • Understanding of research literature in the field of value management and risk management • Be able to analyse a clients requirements and articulate them in clear unambiguous terms • Develop capacity for creative and lateral thinking through VRM study approaches • Develop an understanding of group dynamics, chairmanship and facilitation

Personal Abilities	Industrial, Commercial & Professional Practice Autonomy, Accountability & Working with Others Communication, Numeracy & ICT					
	<ul style="list-style-type: none"> Develop an understanding of group dynamics, chairmanship and facilitation Develop competence in report writing through scenario based assignment Ability to form professional judgements regarding value improvement and risk mitigation proposals for project scenarios 					
18. Assessment Methods				19. Re-assessment Methods		
Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?	Method	Duration of Exam (if applicable)	Diet(s)
Coursework (1ED - 1DU - 1MP)		100%		Coursework (1ED - 1DU - 1MP) (100%)		
Examination (1DL - 2XX)	2 hours	100%		Examination (1DL - 2XX) (100%)	2 hours	
20. Date and Version						
Date of Proposal	June 2013	Date of Approval by School Committee	July 2013	Date of Implementation	September 2013	Version Number
						1

Form C4

Heri Watt University - Course Description

Version 4.0 (2015/2016)

1. Course Code	D39PZ		2. Course Title	Procurement and Contracts			3. SCQF Level	9	4. Credits	15
5. School	EGIS						6. Course Co-ordinator	Adekunle Oyegoke		
7. Delivery: Location & Semester	Edin <input checked="" type="checkbox"/> Sem 1	SBC <input type="checkbox"/> Sem	Orkney <input type="checkbox"/> Sem	Dubai <input checked="" type="checkbox"/> Sem 1	IDL <input type="checkbox"/> Sem	Malaysia <input checked="" type="checkbox"/> Sem 1	Collaborative Partner <input type="checkbox"/> Name Sem	Approved Learning Partner <input checked="" type="checkbox"/> Name Sem 1		
8. Pre-requisites										
9. Linked Courses (specify if synoptic)										
10. Excluded Courses										
11. Replacement Courses	Code: Date Of Replacement:		12. Degrees for which this is a mandatory/optional course		MANDATORY D1B1(D1C1)-AEN BEng(MEng) Architectural Engineering D1E1-AEI MEng Architectural Engineering with International Studies D1D1-AEN BSc Architectural Engineering D351-BSU BSc Building Surveying D3F1-QSU BSc Quantity Surveying D3M1-CPM BSc Construction Project Management D3T1-FAM BSc Facilities Management OPTIONAL					
13. The course may be delivered to:	UG only <input checked="" type="checkbox"/> PG only <input type="checkbox"/> UG & PG <input type="checkbox"/>						14. Available as an Elective? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
15. Aims										

To provide students with:

- an overview of the principles and methods of construction project procurement
- an appreciation of the importance of appropriate standards of behaviour of the modern construction professionals
- an understanding of the legal principles on which construction contracts are formed and applied to projects.
- a thorough understanding of key processes used to administer a contract during the post-contract stage of the project life cycle

16. Syllabus**Procurement**

Construction Project Participants; Professional Ethics; "Traditional" Procurement Route; Non-traditional Procurement Routes

Contract Administration

Principles of Contract Law; Using a Construction Contract; Certifying and Instructing; Payment; Ending the Contract, and Subcontractors; Extensions of Time; Loss and Expense

17. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)**Subject Mastery**

Understanding, Knowledge and Cognitive Skills Scholarship, Enquiry and Research (Research-Informed Learning)

On completion of this course students will be able to:-

- Demonstrate an understanding of the main features of the most commonly-used construction project procurement routes and their advantages and disadvantages
- Demonstrate an understanding of how to determine the suitability of a procurement route to a given client's characteristics and project requirements
- Demonstrate an understanding of the importance of professional ethics to ensuring the standing of the professional in society and meeting governing professional institutions' expectations.
- Demonstrate an understanding of the principles of contract law and how they are reflected in the industry's contracting practices
- Demonstrate an understanding of key aspects of contract administration using current standard forms of contract

Personal Abilities

Industrial, Commercial & Professional Practice Autonomy, Accountability & Working with Others Communication, Numeracy & ICT

- Ability to analyse and understand a client organisation
- Ability to select an appropriate procurement route
- Ability to research industry practice to identify trends and current issues in procurement practice
- Ability to recognise and apply the professional ethics set by governing professional institutions in day to day professional practices
- Ability to research construction industry case law to provide evidence of principles in practice
- Ability to interpret and apply the conditions of a standard form of construction contract
- Ability to research and prepare coursework assignments working autonomously
- Ability to express recommendations to a business audience clearly and concisely

18. Assessment Methods

Method	Duration of Exam (if applicable)	Weighting (%)	Synoptic courses?
Coursework – (1ED 1DU 1MP)	-	100%	
Examination – (2XX)	2 hours	100%	

19. Re-assessment Methods

Method	Duration of Exam (if applicable)	Diet(s)
Coursework – (1ED 1DU 1MP)	-	
Examination – (2XX)	2 hours	

20. Date and Version

Date of Proposal	Date of Approval by School Committee	Date of Implementation	Version Number
February 2015	February 2015	September 2015	2



**OXFORD
BROOKES
UNIVERSITY**

BA (Hons) Business & Management (Top-up) Curriculum

Awarded by – Oxford Brookes University

Delivered by – Strategy First

T2.8: MODULE DESCRIPTOR

Module title:	Evaluating Strategy
Module number:	BM 301
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Daw Aye Aye Win
Level:	5
No. of credits:	15
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 1, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

Students develop a critical understanding of strategy in exploring the question 'How should organisations compete to achieve responsible, sustainable, competitive advantage in today's global business environment?' In answering this question, the potential of an organisation to create value through effective and responsible exploitation and development of internal resources and competences is examined using well-established analytical tools. Students are also challenged to

conduct industry analysis and to explore the links between the organisation, its competitors and the external environment. Strategy is explored from multiple perspectives.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Analyse and evaluate the relative impact of the competitive and wider macro environments on organisations and the strategic choices they face	Academic Literacy	Critical Self-Awareness and Personal Literacy
2	Analyse and evaluate the responsible deployment of resources and core competences of an organisation to achieve sustainable competitive advantage	Academic Literacy	Research Literacy
3	Identify the sources of competitive advantage open to a company, and evaluate the appropriateness of the strategies being implemented in pursuit of competitive advantage	Academic Literacy	Research Literacy
4	Evaluate the importance of values, ethics and social responsibility as a key element in achieving sustained competitive advantage	Active Citizenship	Critical Self-Awareness and Personal Literacy
5	Identify, evaluate and use a range of information sources for critical analysis, synthesis and problem solving.	Digital and Information Literacy	Academic Literacy
6	Recognise the relationship between corporate and business strategy	Academic Literacy	Critical Self-Awareness and Personal Literacy

4. OUTLINE SYLLABUS

- Knowledge and critical understanding of the field of business strategy as distinct from

corporate strategy

- The analysis of the international external environment leading to an understanding of the structure of an industry, competitor groupings, market segmentation, positioning and dynamic competitor behaviour and critical success factors
- Understanding the importance of industry context in formulating business strategy, including: an exploration of competition in mature industries; the role of knowledge, technology change and innovation in creating new value; and key drivers of change and transformation
- Questioning assumptions about the role of business strategy and the impact of responsible management
- An exploration of the many sources of competitive advantage open to a firm, using appropriate theoretical models
- Understanding the central role of resource and capability architectures in underpinning the distinctiveness and sustainability of sources of competitive advantage
- Evaluation of strategies, local and global, and their prospects for the creation of value in the provision of sustainable competitive advantage
- Exploration of the application of strategy in a variety of contexts

5. TEACHING AND LEARNING STRATEGY

The module uses a range of learning opportunities:

- Students learn through lectures, case study analysis and related seminars. This requires pre-reading for each class
- Students work individually on directed reading
- Some guest speakers from industry and also guest lectures given by colleagues from within the faculty
- Weekly one hour seminars, which are principally focussed on understanding how concepts are applied to real organisations in practice and which are organised around the students' choice of target organisation for their portfolio
- Students work individually on short written reflections. This involves independent research on a target industry and company, chosen by the students from a given list of industries.

6. LEARNING HOURS

Scheduled learning and teaching activities*	Contact hours
Lectures	30 hours

Seminars	15 hours
Practical classes/workshops	hours
Tutorials	hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	20 hours
Preparation for portfolio	25 hours
Placement/Study Abroad	hours
TOTAL:	90 hours

. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
Written examinations			
Other: including practical examinations			
Portfolio Submission		All	100%
A minimum of 30% must be achieved in each assessment component, and 40% overall, in order to pass the module.			

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

The written assignment portfolio needs to be submitted every 4 weeks, there are four portfolios in total and each will worth 25% of the overall grade.

8. INDICATIVE READING LIST

Core text:

Johnson, G., Scholes, K., Whittington, R., Angwin, D. & Regner, P. (2013). *Exploring Strategy Text and Cases*. 10th ed. FT Prentice Hall. Harlow

Also:

Balogun, J., & Hope Hailey, V. (2016). *Exploring Strategic Change*. 4th ed. Prentice Hall/Financial Times

De Wit, B., & Meyer, R. (2010). *Strategy Process, Content, Context*. 4th ed. Thomson

Faulkner, D., & Campbell, A. (2003). *The Oxford Handbook of Strategy*, 2 vols.

Grant, R.M. (2016). *Contemporary Strategy Analysis*. 9th ed. Chichester.

Henry, A. (2011). *Understanding Strategic Management*. 2nd ed. Oxford:

Mintzberg, H., Ahlstrand, B., & Lampel, J. (2008). *Strategy Safari*. Edinburgh: Prentice Hall-

Porter, M. E. (1998). *Competitive Advantage*. New York: Free Press

Starkey, K. (2004). *How Organizations Learn*. 2nd ed. Thomson

Readings for Local Context:

Developing Country Sourcing. *Myanmar Sourcing: Garments Industry overview*. [ONLINE] Available at: <http://www.developingcountrysourcing.com/myanmar-country-page-1/myanmar-sourcing-garments-vertical/myanmar-sourcing-garments-industry-overview/#.WYQ0GSN97oB>. [Accessed 4 August 2017].

FIA Staff. (2014). *Myanmar Food Industry Poised for Growth: FIA Speaks to MFPEA*. [Online] Available at: <https://foodindustry.asia/myanmar-food-industry-poised-for-growth-fia-speaks-to-mfpea>. [Accessed 4 August 2017]

Kudo, T. (2009). *Location Advantages and Disadvantages in Myanmar: The Case of Garment Factory*. [ONLINE] Available at: <http://www.ide.go.jp/library/English/Publish/Download/Dp/pdf/203.pdf>. [Accessed 4 August 2017].

Myanmar Garments. (2015). *Myanmar Garment Industry: 10-Year Strategy 2015 – 2024*. [ONLINE] Available at: <http://www.myanmargarments.org/wp-content/uploads/2015/09/Myanmar-garment->

industry-10-year-strategy-Aug-2015.pdf. [Accessed 4 August 2017].

Vicky Bowman. (2014). *Myanmar and CSR: Creating and Implementing Successful*. [ONLINE] Available at: <http://www.myanmar-responsiblebusiness.org/news/myanmar-and-csr-creating-and-implementing-successful-strategy.html>. [Accessed 4 August 2017].

Date module first approved:	March 2015
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Organisational Behaviour and Management
Module number:	BM 302
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Daw Hla Myint
Level:	5
No. of credits:	15
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 1, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

The module addresses the theoretical foundations and practical application of organisational behaviour and management. It develops students' ability to critique and evaluate others' research so that they become more discerning users of information and 'evidence'.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Demonstrate an understanding of core topics within the field of organisational behaviour	Academic Literacy	
2	Distinguish between individual, group and organisational levels when analysing organisational issues, and recognise the dynamics between these levels.	Academic Literacy	
3	Apply concepts from organisational behaviour to practical issues and personal experiences	Academic Literacy	Critical Self-Awareness and Personal Literacy
4	Demonstrate responsible awareness of, and sensitivity to, the complexity of diverse perspectives, cultures and values.	Critical Self-Awareness and Personal Literacy	
5	Demonstrate an understanding of contemporary debates within the field of organisation studies	Academic Literacy	Research Literacy
6	Demonstrate the intellectual skills of critical review and synthesis of research literatures, including identification of avenues for further development	Research Literacy	Digital and Information Literacy
7	Demonstrate effective performance in multiple roles within diverse teams	Critical Self-Awareness and Personal Literacy	

4. OUTLINE SYLLABUS

- Perceptions - Understanding people's behaviours and interactions
- Motivation
- Group dynamics, conflict and learning
- Organisational change
- Resistance and misbehaviour

- Decision making
- Individual and organisational learning
- Leadership
- Culture
- Using research: Critiquing and evaluating others' research, and writing literature reviews. (This topic will be a theme throughout the module).

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

The module is delivered using a combination of lectures and seminars. Students learn through their engagement with essential pre-class readings/activities, taught lectures, facilitated seminar activities, as well as the summative assignment. Seminar activities include discussion about contemporary issues, events and scenarios, enabling students to apply relevant concepts in order to develop their analytical, evaluative and argumentation skills. Practical activities give students opportunities to experience and reflect on group-working, their positionality and responsibilities, and their personal and professional competencies.

Throughout the module students develop their competencies as critical consumers of contemporary research.

The module is assessed by an exam and coursework which is an essay allowing students to explore a contemporary issue relevant to the module and apply the concepts and ideas taught in the module to real life events and issues.

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	30 hours
Seminars	15 hours
Practical classes/workshops	2 hours
Tutorials	2 hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	51 hours
Preparation for assessments	50 hours
Placement/Study Abroad	hours
TOTAL:	150 hours

7. Assessment tasks

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
An essay question requiring the application of concepts and ideas taught in the module to real-life events and issues.	1400 words	1- 3	40%
Written examinations:			
Exam	2 hours	All	60%
Other: including practical examinations			

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

Students will get peer and tutor feedback on their draft essay assignment. In addition, students have formative feedback during seminar activities.

8. INDICATIVE READING LIST

Core text:

Buchanan, and Huczynski, D. (2016) *Organizational Behaviour* (9th edn.). London: Prentice Hall.

Also:

Cottrell, S. (2017) *Critical Thinking Skills: Effective Analysis, Argument and Reflection (Palgrave Study Skills)*. 3rd edn. London: Palgrave.

Knights, D. and Willmott, H. (eds.) (2017): *Introducing organizational behaviour and management*. Cengage Learning.

King, D., and Lawley, S. (2016) *Organizational behaviour*, 2nd ed, Oxford: Oxford University Press

Schedlitzki, D., and Edwards, G. (2014) *Studying Leadership: Traditional and Critical Approaches* Los

Angeles: Sage.

Readings for local context:

Soans, A. and Masato Abe. (2015). *Myanmar Business Survey, Data Analysis and Policy Implications*.

[ONLINE] Available at:

https://www.unescap.org/sites/default/files/Web%20Myanmar%20Business%20Survey%20Data%20Analysis_final%20PDF_1.pdf. [Accessed 3 August 2017]

PwC. (2016). *Doing Business In Myanmar*. [ONLINE] Available at:

http://www.pwc.com/mm/en/publications/assets/myanmar_business_guide.pdf. [Accessed 3 August 2017].

Myint, S. (2016). *An Analysis of Employee Satisfaction of Private Banks in Myanmar*. [ONLINE]

Available at: <http://docsdrive.com/pdfs/medwelljournals/ibm/2016/101-114.pdf>. [Accessed 3 August 2017]

Date module first approved:	March 2015
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Ethics in Business
Module number:	BM 303
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Dr. Aung Tun Thet
Level:	5
No. of credits:	15
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 1, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

This module has two primary aims: 1 to equip students to make ethically defensible, business focussed decisions. 2 to understand, analyse and evaluate the ethical propositions of others.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Analyse the basis of moral reasoning	Academic Literacy	
2	Apply moral reasoning to an ethical dilemma	Academic Literacy	
3	Evaluate and apply the range and complexity of means/ends analysis to practical business and management situations	Academic Literacy	
	Analyse and synthesise the role of ethical conformance, corporate governance and responsibility in providing ethical leadership	Active Citizenship	Academic Literacy
5	Analyse and evaluate the common and specific ethical issues for different managerial functions in business	Academic Literacy	
6	Evaluate the significance of different ideologies for ethical systemic analysis	Academic Literacy	Active Citizenship
	Evaluate and apply ethical reasoning to international business dilemmas	Active Citizenship	Academic Literacy
8	Analyse an ethical dilemma	Critical Self-Awareness and Personal Literacy	Academic Literacy
9	Synthesise a number of viewpoints and evaluate their relative significance	Academic Literacy	
10	Apply ethical reasoning to make a defensible decision	Critical Self-Awareness and Personal Literacy	Academic Literacy

4. OUTLINE SYLLABUS

- Nature of personal moral development
- Comparison of different ethical models
- Evaluation of the ethics of different systemic models of production, distribution and exchange
- Methods of evaluating ethical dilemmas
- Ethical conformance, leadership, codes of conduct and ethics
- Corporate responsibility and governance
- Types of ethical dilemmas in different functions of business
- Ethical issues in international business

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

In this module, students take part in discussion, case studies and role plays which provide the opportunity to practice ethical reasoning. The first part of the assignment is designed to test the application of ethical reasoning to a challenging ethical dilemma located in a case study. The experience of the first part of the assignment is used as a basis for student reflection on the intellectual, decision making and psychological challenges experienced.

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	30 hours
Seminars	15 hours
Practical classes/workshops	hours
Tutorials	hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	40 hours
Preparation for assessments	65 hours
Placement/Study Abroad	hours
TOTAL:	150 hours

7. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
Group assignment Presentation	1500 words	1-10	20%
Written examinations:			
Exam	2 hours	1-10	80%
Other: including practical examinations			
			%

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

Students are provided with formative assessment opportunities in seminars, which mirror the first assessment and receive group feedback.

8. INDICATIVE READING LIST

Core text:

Crane, A and Matten, D (2015), (4th Edition) *Business Ethics: Managing corporate citizenship and sustainability in the age of globalization*. 4th edn, Oxford University Press, Oxford

Also:

De George, R T (2006), (6th edition) *Business Ethics*, Pearson Prentice Hall

Fisher, C, Lovell, A and Valero Silva, N (2013), 4th edition, *Business Ethics and Values*, FT Prentice Hall, Harlow

Johnson, C (2007), *Ethics in the Workplace*, Sage, London

McEwan, T. (2001) *Managing Values and Beliefs in Organisations*, Harlow: Financial Times Prentice Hall.

Sandel, M. J. (2010) *Justice: what's the right thing to do?* London: Penguin.

Sandel, M (2013), 2nd edition *What Money Can't Buy: The Moral Limits of Markets*, Penguin Group, London.

Velasquez, M. (2014), 7th edition, *Business Ethics Concepts and Cases*, Pearson Education, Harlow.

Readings for local context:

AYA Myanmar Insurance. (2017). *Our Business Ethics*. [ONLINE] Available at: http://www.ami-insurance.com/en_US/our-business-ethics/. [Accessed 3 August 2017]

Coffey International. (2016). *Good Governance Toolkit for Myanmar Businesses: A handbook for resisting corruption and working with integrity*. [ONLINE] Available at: http://www.dica.gov.mm/sites/dica.gov.mm/files/document-files/toolkit_final_v2_1.pdf. [Accessed 3 August 2017]

Su, Y. (2017). *Promoting Ethical Business in Myanmar*. [ONLINE] Available at: <https://www3.nhk.or.jp/nhkworld/en/tv/directtalk/articles/20161201/index.html>. [Accessed 3 August 2017]

Date module first approved:	August 2004
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Managing Careers
Module number:	BM 304
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Ms. Carine Le Port
Level:	6
No. of credits:	15
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 1, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

This module aims to develop students' knowledge of the theory and practice of career management. Contemporary organisations increasingly expect employees to self-manage their careers, change roles within the organisation and develop the careers of those they line manage. Students are required to demonstrate critical insight into their own knowledge skills and experience and consider how this might allow them to manage their post-graduation career. Students explore self-assessment techniques for understanding career preferences and are required to assess their own skills, abilities,

personality preferences, motivations and interests against those required for effective graduate employment in their chosen sector. Insight into the competencies required in graduate employment is enhanced by students being required to recognise and apply the skills of competency assessment and feedback to peers within a learning and development activity. This module introduces students to industry mentors.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Show an awareness of the concept of employability and how that relates to personal development.	Academic Literacy	Critical Self-Awareness
2	Evaluate the contribution of self-assessment to their own development and to the development of others	Critical Self-Awareness and Personal Literacy	Active Citizenship
3	Evaluate the learning outcomes from learning and development activities and give feedback on the competencies of other participants	Critical Self-Awareness and Personal Literacy	Academic Literacy
4	Develop a greater understanding of their personal identities and how it relates to their own development and career expectations	Critical Self-Awareness and Personal Literacy	Active Citizenship
5	Identify different theories relating careers and career management and how these might impact on their professional practice.	Academic Literacy	Critical Self-Awareness and Personal Literacy
6	Demonstrate awareness of diverse cultural perspectives, values and individual differences when evaluating others.	Active Citizenship	Critical Self-Awareness and Personal Literacy

4. OUTLINE SYLLABUS

- Career theory and its critique (e.g. Protean and Boundaryless careers)
- Graduate employability
- Tools for self-awareness (e.g. MBTI)
- Career management interventions: coaching/ mentoring/ sponsorship/ management development/ talent management/ diversity management etc

- The role of the Assessment centre in graduate recruitment
- Competencies and competency frameworks

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

This module is delivered using a combination of lectures, seminars and a practical assessment events. Lectures will help to embed academic literacies through introducing core concepts used in the module. Seminar activities will include reflection on core concepts to develop academic literacies but also practical activities designed to develop awareness of skills (critical self-awareness). Opportunities to develop insight into the use of competencies and their application within an assessment centre context will enhance students understanding of this recruitment tool and also their active citizenship.

Assessment Strategy

The assessment strategy for this module developed in line with the Assessment Compact. More specifically it seeks to evaluate the learning objectives by requiring students to develop conceptual insights by reflecting on their own career management and also through a practical assessment activity involving the assessment of competencies.

An indicative example of the assignments for the module are;

1. Developing a career plan (Learning Outcomes assessed 1,2,4,5):
2. Delivering a development or assessment centre activity (Learning Outcomes 2,3,5,6)

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	30 hours
Seminars	15 hours
Practical classes/workshops	5 hours
Tutorials	hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	40 hours
Preparation for assessments	60 hours
Placement/Study Abroad	hours

	TOTAL:	150 hours
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7. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
Individual career plan	2500	1,2,4,5	70%
Course requirement PDP - including evidence of engaging with industry mentor			%
Written examinations:			
			%
Other: including practical examinations			
Individual Presentation	15 minutes	2,3,5,6	30%

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

Assignment 1 – students will have the opportunity to receive feedback on assignment plans
 Assignment 2 – students will receive formative feedback on their individual presentation

8. INDICATIVE READING LIST

Brown, P, Hesketh, A and Williams, S (2003), "Employability in a knowledge driven economy", Journal of Education and work, 2003, 16:2, pp 107-26

CBI – Confederation of British Industry (2009), Future Fit: preparing graduates for the world of work, CBI, London http://www.cbi.org.uk/media/1121435/cbi_uuk_future_fit.pdf

CIHE – Council for Industry and Higher Education (2008), Graduate Employability: what do employers think and want ? CIHE, London <http://www.brunel.ac.uk/services/pcc/staff/employability/?a=92718>

Edenborough, R. (2007) *Assessment Methods in Recruitment Selection and Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres*. London: Kogan Page.

Greenhaus, J. H., Godshalk, V. M. and Callanan, G.A. (2010) *Career Management*. 4th edn. London: Sage.

Jon P. Briscoe, Douglas T. Hall, Rachel L. Frautschy DeMuth (2006) 'Protean and boundaryless careers: An empirical exploration', Journal of Vocational Behavior, Vol. 69:1 Pages 30-47

Douglas T Hall, (2004) 'The protean career: A quarter-century journey', Journal of Vocational Behavior, 65: 1, 1-13

Marilyn Clarke, Margaret Patrickson, (2008) "The new covenant of employability", Employee Relations, Vol. 30 Iss: 2, pp.121 – 141

Marilyn Clarke, (2009) "Plodders, pragmatists, visionaries and opportunists: career patterns and employability", Career Development International, Vol. 14 Iss: 1, pp.8 – 28

Yehuda Baruch, (2004) "Transforming careers: from linear to multidirectional career paths: Organizational and individual perspectives", Career Development International, Vol. 9 Iss: 1, pp.58 - 73

Readings for local context:

Aljazeera America media. (2017). *Child labor continues in Myanmar*. [ONLINE] Available at: <http://america.aljazeera.com/articles/2015/4/14/child-labor-continues-in-myanmar.html>. [Accessed 2 August 2017].

ILO. (2017). *Developing the capacity of employers' organizations in Myanmar*. [ONLINE] Available at: http://www.ilo.org/public/english/dialogue/actemp/downloads/publications/2016/actemp_myanmar_project_2016.pdf. [Accessed 2 August 2017].

Luther Corporate Services. (2016). *Labor Law in Myanmar 2016*. [ONLINE] Available at: http://www.luther-services.com/fileadmin/user_upload/PDF/Broschueren/Geschaeftsaktivitaeten_im_Ausland/Myanmar/Labour_Law_Myanmar.pdf. [Accessed 2 August 2017]

Statistics Data. (2015). *Unemployment Rate*. [ONLINE] Available at: <https://www.statista.com/statistics/525775/unemployment-rate-in-myanmar/>. [Accessed 2 August 2017].

Unemployment Rate Myanmar. (2015). *Unemployment Rate from 2010 to 2014*. [ONLINE] Available at: <https://www.assetmacro.com/myanmar/unemployment-rate/>. [Accessed 2 August 2017].

World Bank. (2017). *World bank remark for Myanmar Economics*. [ONLINE] Available at: <http://www.worldbank.org/en/country/myanmar/overview>. [Accessed 2 August 2017].

Date module first approved:	25 March 2015
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Strategic Management
Module number:	BM 305
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Dr. Thaung Han
Level:	6
No. of credits:	15
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 2, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

This module aims to explore prevailing business themes and their impact on strategy at a corporate level. Students engage with contemporary business cases and evidence to explore the influences of key drivers at national and international levels on the strategies, behaviours and management of organisations.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Demonstrate a critical understanding of the functions and processes of organisations including their diverse and dynamic purpose and structure	Academic Literacy	
2	Critically evaluate the impact of key drivers in the external environment at national and international levels, upon the strategies, behaviours, management and business sustainability of organisations.	Academic Literacy	Digital Information and, Literacy Active Citizenship
3	Review, evaluate and recommend appropriate policies and strategies within a dynamic, uncertain, global and virtual organizational environment to meet diverse stakeholder interests and the wider responsibilities of society.	Academic Literacy	Active Citizenship
4	Demonstrate cognitive skills of critical thinking, analysis, synthesis, creative problem solving and decision making within conditions of ambiguity, uncertainty and inherent tension.	Critical Self-Awareness and Personal Literacy	Academic Literacy
5	Recognise the transformative potential on business of new and emerging technologies	Academic Literacy	Critical Self-Awareness, Digital information and Literacy

4. OUTLINE SYLLABUS

Topics vary each year to take account of prevailing issues but may include:

Introduction to corporate strategy

Industry life cycles, disruptive innovation

Corporate Strategy and Diversification

International Strategy

Mergers, Acquisitions and Alliances

Leadership

Managing strategic change

The strategic design of new business models: opportunity & risks;

Influential business strategy & technology issues, such as:

- the impact of big data and social media,
- Strategic responses to environmental sustainability
- the internet of things & the personal internet in logistics,
- the disruption of mobile technologies to existing channels to market,

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

Through lectures and seminars students explore contemporary cases that illustrate a range of current business themes and their influence on strategy. Extensive use is made of online material to support learning. Students build a themed portfolio of evidence which they may use in an exam to supplement their exam answers.

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	30 hours
Seminars	15 hours
Practical classes/workshops	hours
Tutorials	hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	65 hours
Preparation for assessment	40 hours
Placement/Study Abroad	hours
TOTAL:	150 hours

7. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

Performance is evaluated by reference to the outputs created to address set tasks, alongside an appraisal of the process. Typical tasks or projects (with *indicative* weightings, etc.) and assessed learning outcomes include:

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
Themed portfolio		2- 5	40%
Written examinations:			
Two hour examination		All	60%
Other: including practical examinations			
			%

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

There are opportunities for students to receive formative feedback on their themed portfolio in preparation for the final examination. The seminar structure allows for activities which constructively build towards the final examination, and are the subject of live tutor feedback..

8. INDICATIVE READING LIST

Core Text:

Grant, R. M. (2016), *Contemporary Strategy Analysis*. Text and Cases (9th ed.) Wiley: Chichester.

Also:

Afuah, A. (2014) *Business Model Innovation*. Abingdon: Routledge.

Angwin, D., Smith, C., & Cummings, S., (2017), *The Strategy Pathfinder*, 3e, Chichester, Wiley

Barney, J., & Clark, D.N., (2009), *Resource-Based Theory: Creating & Sustaining Competitive advantage*, Oxford, OUP

Bilton, C. & Cummings, S., (2010), *Creative strategy: Reconnecting Business and Innovation*, Chichester,

Wiley

Duhaima, I. M., Stimpert, L. And Chesley J. A. (2012), *Strategic Thinking – Today's Business Imperative*. Routledge, Abingdon, UK.

Helfat, C., Finkelstein, S., Mitchell, W., Peteraf, M.A., Singh, H., Teece, D.J., & Winter, S.G., (2007), *Dynamic Capabilities: Understanding Strategic Change in Organizations*, Oxford, Blackwell

Johnson G., Whittington R., Angwin D., Regner P., Scholes K. (2013) *Exploring Strategy*.(10e) Pearson Education Limited, Harlow: Financial Times Prentice Hall.(Note: this textbook is also available as an e-book.)
Loveridge, D., (2009), *Foresight: The Art & Science of Anticipating the Future*, London, Routledge

Kim, W.C., and Mauborgne, R. (2015) *Blue Ocean Strategy*. Boston: Harvard Business Press.

Le Masson, P., Weil, B. and Hatchuel, A. (2010) *Strategic Management of Innovation & Design*. Cambridge: Cambridge University Press.

Martin, R. (2009) *The Design of Business*. Boston: Harvard Business Press.

Osterwalder, A., Pigneur, Y. and Clark, T. (2010) *Business model generation: a handbook for visionaries, game changers and challengers*. Hoboken: Wiley.

Ohmae, K. (1991), *The Mind of the Strategist*. New York and London: McGraw Hill.

Porter, M.E. (1998), *The Competitive Advantage of Nations*, Free Press, New York

Ramirez, R, Selsky, J.W. and van der Heijden, K. (2010) *Business Planning for Turbulent Times*. 2nd edn. Abingdon: Earthscan (Taylor & Francis).

Rumelt, R. (2011) *Good Strategy Bad Strategy*. London: Profile Books.

Spender, J-C (2014) *Business strategy*. Oxford: Oxford University Press.

Teece, D.J., (2009), *Dynamic Capabilities & Strategic Management*, Oxford, OUP

Van der Heijden, K. (2004) *Scenarios: The Art of Strategic Conversation*. Chichester: Wiley.

Verganti, R., (2009) *Design-Driven Innovation*. Boston: Harvard Business Press.

Readings for local context:

Business Innovation Facility. (2016). *BIF Burma (Myanmar) Bamboo Market Analysis and Strategy*.

[ONLINE] Available at:

http://www.bifprogramme.org/sites/default/files/attachments/bif_burma_market_analysis_strategy_bamboo.pdf. [Accessed 4 August 2017].

Business Innovation Facility. (2016). *BIF Burma (Myanmar) Tourism Market Analysis and Strategy*.

[ONLINE] Available at:

http://www.bifprogramme.org/sites/default/files/attachments/bif_burma_tourism_market_analysis_strategy.pdf. [Accessed 4 August 2017].

Wang, T., Chien, S., & Yin, S. (2004). *National Competitiveness of Myanmar – A View from Resource-Based Strategies*. [ONLINE] Available at:

https://www.researchgate.net/publication/266038195_National_Competitiveness_of_Myanmar_-_A_View_from_Resource-Based_Strategies. [Accessed 4 August 2017].

Date module first approved:	25 March 2015
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Critical Enquiry Research Project
Module number:	BM 306
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Dr. Sein Min
Level:	6
No. of credits:	30
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 1 & 2
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 1 & 2, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Compulsory

2. MODULE AIMS

This module will be taught in both semesters. It will be broken down to two parts: Critical Enquiry Research Part I & Critical Enquiry Research Part II. The aim of the module is to provide an opportunity for students to engage in an independent research project. This culminating module draws together research skills developed earlier in the programme to support students to develop an extended study, selecting from a range of topics offered from the Faculty of Business research community. The project

includes designing and implementing an investigation which takes account of multiple and possibly conflicting stakeholder objectives; applies suitable research approaches in an ethical manner; and communicates, using suitable technologies, with the intention of making recommendations for practice.

3. LEARNING OUTCOMES

	On successful completion of this module, students will be able to:	Brookes Attribute developed	Other BAs developed, if applicable
1	Demonstrate cognitive skills of critical thinking, analysis, synthesis, creative problem solving and decision making within conditions of ambiguity, uncertainty and inherent tension.	Academic Literacy	
2	Engage with multiple perspectives, in the spirit of PRME, to articulate and defend a personal position on a pervasive contemporary organizational and business issue.	Academic Literacy	Active Citizenship
3	Exercise initiative and personal responsibility for own adaptive and collaborative learning and personal professional development	Critical Self-Awareness and Personal Literacy	
4	Design and implement investigations which: take account of multiple and possibly conflicting stakeholder objectives; apply suitable research approaches in an ethical manner; and communicate, using suitable technologies, with the intention of making recommendations and generating change.	Research Literacy, Digital and Information Literacy	Active Citizenship
5	Critically engage with data and one's own and others' research. This will involve evaluation of knowledge claims, taking account of analytical rigour, assumptions, quality of argument, and sources of bias.	Research Literacy	

4. OUTLINE SYLLABUS

- Selecting a research project
- Selecting a research approach
- Establishing research objectives
- Selecting and designing a suitable research method
- Sampling, ethics
- Preparation for research event

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

In semester 1 students receive tuition in workshops to support the culmination of their research skills in the design of a research proposal including objectives, research approach and exploration of the relevant literature.

In semester 2 students work independently with the support and guidance of a supervisor to produce their research project. Students will be expected to actively involve themselves in the research community. The module includes a student research event at which students disseminate their own research progress or findings.

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	hours
Seminars	hours
Practical classes/workshops	72 hours
Tutorials	3 hours
Fieldwork/external visits	hours
Guided independent study*	Learning hours
Directed/independent study	80 hours
Preparation for assessments	145 hours
Placement/Study Abroad	hours
TOTAL:	300 hours

7. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
<i>Research Proposal</i>	1000	4	20%
Research Project	5000	All	60%
Written examinations:			
			%
Other: including practical examinations			
<i>Contribution to research event</i>		All	20%

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

Tutorials with supervisor offer the opportunity for ongoing formative feedback on development. A draft project is reviewed, by the supervisor, once, and feedback given. This normally needs to be submitted no later than week 5 of the semester in which the project is submitted. Peer and tutor feedback is available on contribution to the research event.

8. INDICATIVE READING LIST

Core text:

Saunders, M., Lewis, P. and Thornhill, A. (2015) *Research Methods for Business Students*. (7th ed.) Harlow: FT Prentice Hall

Also:

Bryman, A. and Bell, E. (2015) *Business Research Methods*. (4th ed.) Oxford: Oxford University Press

Collis, J. and Hussey, R. (2015) *Business Research: A practical guide for undergraduate and postgraduate students*. (7th ed.) Basingstoke: Palgrave Macmillan

Gillham, B. (2008) *Small scale social survey methods*. London: Bloomsbury.

Pears, R. and Shields, G. (2016) *Cite them right: The essential referencing guide*. London: Palgrave.

Rowntree, D. (2004) *Statistics without tears: an introduction for non-mathematicians*. London: Pearson.

Wiles, R. (2012) *What are qualitative research ethics?* London: Bloomsbury.

Readings for local context:

Toe, T., & Lwin T., "*Research Methodology : A Practical Guide for Business and Economics*", Myanmar Academy of Arts and Science, Yangon, Myanmar, 2001

Date module first approved:	March 2015
Date of most recent revision:	14/09/2017

T2.8: MODULE DESCRIPTOR

Module title:	Entrepreneurial Business Management
Module number:	BM 307
JACS code:	N/A

1. MANAGEMENT DETAILS

Module leader:	Dr. Art Gogatz
Level:	6
No. of credits:	30
Mode of delivery:	ON CAMPUS
Semester/s of delivery:	Semester 2
Pre-requisites:	N/A
Co-requisites:	N/A
Barred combinations:	N/A
Other restrictions or requirements:	N/A
Timetable information:	Semester 2, 16 weeks

Programme/s in which this module may be taken:	Status on programme:
BA Business and Management	Alternative compulsory

2. MODULE AIMS

Students become familiar with the steps involved in innovation, developing a business idea and drawing up a business plan. This module provides an in depth focus on the skills involved in evaluating business ideas, the practical steps involved in launching a business and the necessary processes of winning the finance. The module also addresses those issues that ventures must consider when planning for the eventual exit strategy and so focuses attention on the purpose of business enterprise.

3. LEARNING OUTCOMES

On successful completion of this module, students will be able to:		Brookes Attribute developed	Other BAs developed, if applicable
1	Select & apply appropriate analytical concepts & frameworks to provide support for a novel & untried venture proposal	Academic Literacy	
2	Understand the range of technical and managerial issues faced by those engaged in entrepreneurial start-up ventures	Research Literacy	Academic Literacy
3	Appreciate the factors contributing to the success and failure of innovative and entrepreneurial business organisations	Research Literacy	Academic Literacy
4	Reflect on the application of entrepreneurship theory, based on experience in a practical setting	Critical Self-Awareness and Personal Literacy	Academic Literacy
5	Apply empirical research, analysis, decision making and evaluation techniques to an open-ended research problem	Research Literacy	Academic Literacy
6	Integrate marketing, operational, financial management and accounting techniques in order to plan and control a business venture	Research Literacy	Digital & Information Literacy
7	Practise a variety of business communication techniques in support of a venture proposal	Critical Self-Awareness and Personal Literacy	

4. OUTLINE SYLLABUS

- Theories of Entrepreneurship 1
- Business start-up and growth
- Theories of Entrepreneurship 2
- Strategic decisions

- Evaluating the Entrepreneur & the Business
- Innovation
- Business model evaluation
- Market and Marketing
- Operations
- The Great Question
- Financial Planning
- Accounting documents
- E-Strategy
- Intellectual Property Rights Management
- Growth Models
- Internationalisation
- Leadership
- Venture Capital

5. TEACHING LEARNING AND ASSESSMENT STRATEGY

This module explores contemporary theories of entrepreneurship and applies them to real life case studies to build understanding of practice through analysis. This builds competencies, which can inform generation of new business ideas, and ultimately reflection upon the process at the end of the module. The module stresses the importance of systematically looking for and evaluating potential business ideas (the practice of entrepreneurship).

The module focuses upon the preparation of a complete plan for a new business, capable of attracting funding.

The final element of the assessments allows an opportunity to reflect on the experience of the module and link thinking back to the entrepreneurial theories.

The module is assessed through a combination of individual and group prepared coursework.

6. LEARNING HOURS (10 NOTIONAL LEARNING HOURS PER CREDIT)

Scheduled learning and teaching activities*	Contact hours
Lectures	72 hours
Seminars	72 hours
Practical classes/workshops	hours
Tutorials	hours
Fieldwork/external visits	hours

Guided independent study*	Learning hours
Directed/independent study	72 hours
Preparation for assessments	84 hours
Placement/Study Abroad	hours
TOTAL:	300 hours

7. ASSESSMENT TASKS

7.1 SUMMATIVE ASSIGNMENTS

	Word count/ length of exam	Learning outcomes assessed	Weighting %
Coursework: including in-class tests			
Individual poster and pitch for a potential venture	A3 poster, 2 minute verbal presentation	1,4,5,7	10%
Analysis of an entrepreneur / entrepreneurial organisation applying theory.	2000 words	1,2,3,4,5	25%
Market / concept analysis derived from primary research.	1000 words	1,2,4,7	15%
Business concept evaluation report.	11 pages	1,2,3,4,5,6,7	15%
Individually researched appendix to Business concept evaluation report.	5 pages	1,2,3,4,5,6,7	15%
Presentation of Business concept to potential investors.	10 minutes	1,2,3,6,7	10%
360 degree feedback and individual reflection.	500 words	2,3,4,5	10%
Written examinations:			
			%
Other: including practical examinations			
			%

7.2 OPPORTUNITIES FOR FORMATIVE ASSESSMENT AND FEEDBACK

Students have the opportunity for the Module Leader and the Seminar leader to view draft sections of the business planning process to offer consultancy style advice.

8. INDICATIVE READING LIST

Core text

Burns, P. (2014). *New Venture Creation: A Framework for Entrepreneurial Start-Ups*. 1st ed. Basingstoke: Palgrave Macmillan.

Startup

Aulet, B. (2017). *Disciplined Entrepreneurship: 24 steps to a successful startup*. 1st ed. New Jersey: John Wiley & Sons.

Blank, S. (2013). *The Four Steps to the Epiphany*. 5th ed. K&S Ranch.

Blank, S. and Dorf, B. (2012). *The Startup Owner's Manual*. 1st ed. Pescadero, Calif.: K&S Ranch, Inc.

Osterwalder A & Pigneur Y (2010), *Business Model Generation*, Wiley.

Ries, E. (2011). *The Lean Startup*. 1st ed. New York: Crown Business.

Wasserman, N. (2012). *The Founder's Dilemmas: Anticipating the pitfalls that can sink a startup*. 1st ed. New Jersey: Princeton University Press.

General texts, small business

Adams, R. & Spinelli, S. (2012) *New Venture Creation: Entrepreneurship for the 21st century*. (9th ed.) New York: McGraw-Hill.

Chen, K. (2011) *Launching New Ventures: An Entrepreneurial Approach*. (6th Ed). Boston: Houghton Mifflin.

Barringer, B.R. & Ireland, D. (2012) *Entrepreneurship: Successfully launching new ventures*. (4th ed.) Upper Saddle River, N.J: Prentice Hall.

Beaver, G. (2002) *Small Business, Entrepreneurship and Enterprise Development*. Harlow: FT Prentice Hall.

Bolton, B. & Thompson, J. (2004) *Entrepreneurs: Talent, Temperament, Technique* (4th ed.). Oxford: Butterworth Heinemann.

Burns, P. (2010) *Entrepreneurship and Small Business: Start-up, Growth and Maturity* Basingstoke: Palgrave.

Bygrave, B. & Zacharakis, A. (2010) *Entrepreneurship*. (2nd ed.) New Jersey: John Wiley.
Carter, S. & Jones-Evans, D. (2012) *Enterprise and Small Business. Principles, Practice and Policy*. (3rd edition). Harlow: Prentice Hall.

Hatten, T.S. (2011) *Small Business Management: Entrepreneurship and Beyond*. (5th ed.) Boston: Houghton Mifflin.

Hisrich, R; & Kearney. (2013) *Managing Innovation and Entrepreneurship*. Thousand Oaks: Sage.

Hisrich, R; Peters, M, & Shepherd, D. (2010) *Entrepreneurship*. (8th ed.) New York: McGraw-Hill.

Katz, J, & Green, R. (2013) *Entrepreneurial Small Business*. (4th ed.) New York: McGraw-Hill.

Kuratko, D, & Hornsby, J. (2009) *New Venture Management*. Upper Saddle River, N.J: Prentice-Hall.

Mariotti, S, & Glackin, C. (2013) *Entrepreneurship: Starting and Operating a Small Business Management*. (3rd ed.) Upper Saddle River, N.J: Prentice-Hall.

Reuer, J; Olk, P, & Arino, A. (2010) *Entrepreneurial Alliances*. Upper Saddle River, N.J: Prentice Hall.

Stokes, D. & Wilson, N. (2010) *Small Business Management and Entrepreneurship*. (6th ed.) London: Thomson.

Storey, D.J. & Greene, F. J. (2010) *Small Business and Entrepreneurship*. Harlow: FT Prentice Hall.

Wickham, P.A. (2006) *Strategic Entrepreneurship*. (4th ed.) Harlow: FT Prentice-Hall.

Readings for local context:

International Labour Organization. (2014). *Assessment of the business service and training market in Myanmar*. [ONLINE] Available at: http://www.ilo.org/global/docs/WCMS_317042/lang--en/index.htm. [Accessed 3 August 2017]

Min, S. (2015). Opportunities and Challenges of e-commerce and Internet Marketing in Myanmar. [ONLINE] Available at: https://www.academia.edu/30973567/Opportunities_and_Challenges_of_e-Commerce_and_Internet_Marketing_in_Myanmar. [Accessed 4 August 2017].

Kyaw, T. (2016). The Study of SME's Development and Management in Myanmar. [ONLINE] Available at: <http://www.research-system.siam.edu/2013-12-20-04-25-20/3874-2013-12-20-05-58-544>. [Accessed 3 August 2017]

Date module first approved:	November 2007
Date of most recent revision:	14/09/2017



Pearson

HND in Business Curriculum

Level 4 HNC in Business (First Year)

Level 5 HND in Business (Second Year)



Programme Handbook

1. Programme Information

Final Award: HND in Business

Exit Award: HND in Business

Mode of Study: Full time

Mode of Delivery: On Campus

Validated by: Pearson

Department: Academic

Faculty: Strategy First Institute

Programme Lead: Dr. Sein Min

2. Welcome

BTEC Higher Nationals are delivered at both universities and colleges in 60 countries around the world, and are an ideal choice for learners seeking an affordable and relevant route to a degree or employment. This year over 100,000 students in the UK and worldwide will choose to do an HNC or HND at their local college to help them progress in their career.

An HND is a Higher Education qualification. 'HND' stands for Higher National Diploma. HNDs are academic vocational qualifications that use practical approaches to learning – including project and assignment work, team and group work, and research into real business practice. Offered by colleges, some universities and many other training centres, HNDs are specially designed to meet the needs of employers both locally and nationally.

They are developed by the Pearson in partnership with colleges, universities and industry. Because employers and universities recognise Higher National Qualifications as good evidence of ability, having an HND will help people progress into an overseas university or get a job. For anyone who is serious about getting a job and having a career with prospects, getting an HND is one of the best ways to achieve that ambition. Many HNDs allow direct entry to third year study at university.

Currently the most popular choice for students after studying an HND is to go on to a degree in a university. If you complete a Pearson HND programme you will be able to apply to a university. The university will require English language proficiency. Depending on the degree you choose, you may have to undertake extra bridging programme.

Strategy First Institute was established in 2010, and it has since distinguished itself as a premier institution for higher education in business disciplines. It offers various programmes, such as entrepreneurship, management, and marketing that are essential for students to understand, navigate, and prosper in the business world. All of its programmes are designed to improve students' decision-making processes, cultivate critical and creative thinking, and enhance active learning, communication and leadership skills – skills that are imperative for both personal and professional success. As such, it prepares and promotes internationally competitive individuals who conduct themselves and their businesses in a way that is responsible and respectful of society and the environment, sustainable, and financially successful. Strategy First Institute is dedicated to the socio-economic development of Myanmar and contributes to this aim by providing competitive programs and supporting local resources and enterprises.

The Curriculum – what you will study

This is an interactive programme involving seminars, workshops, business simulations, discussions and group work activities. It aims to cultivate responsible, critical thinkers who are grounded in contemporary business and management principles and who are therefore highly employable. The programme will develop essential work skills as well as intellectual cognitive skills including critical enquiry, analysis, and evaluation. A key theme of this programme is for you to develop your own perspectives, critical awareness and sensitivity to diverse global perspectives and values. You will be expected to be an active participant, extend and critique the knowledge you have gained, and work both independently and with peers to practically apply your learning.

Pearson BTEC HND in Business Level 4 & 5

BTEC HND in Business Level 4

1. Business and the Business Environment
2. Marketing Essentials
3. Human Resource Management
4. Management and Operations
5. Management Accounting
6. Managing a Successful Business Project (Pearson-set Assessment)
7. Financial Accounting
8. Entrepreneurship and Small Business Management

BTEC HND in Business Level 5

1. Research Project (Pearson-set Assessment)
2. Organizational Behavior
3. Statistics for Management
4. Business Systems
5. Human Resources – Values and Contribution to Organizational Success
6. Brand Management
7. Planning for Growth

2.1 Programme Structure

The Higher National Certificate (HNC) is a Level 4 qualification made up of 120 credits. It is usually studied full-time over one year, or part-time over two years.

The Higher National Diploma (HND) is a Level 4 and Level 5 qualification made up of 240 credits. It is usually studied full-time over two years, or part-time over four years.

Pearson would expect that an HND student would have achieved at least 90 credits at Level 4 before progressing to Level 5 units. This allows for the students to submit the remaining 30 credits at Level 4 while undertaking their Level 5 study.

Students undertaking an HND who fail to successfully complete the full qualification may be awarded an HNC, if their credit achievement permits.

3.1.1 Total Qualification Time (TQT)

TQT is an estimate of the total amount of time that could reasonably be expected to be required for a student to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification. TQT includes undertaking each of the activities of Guided Learning, Directed Learning and Invigilated Assessment. Each 15-credit unit approximates to a TQT of 150 hours and 60 hours of Guided Learning.

Total Qualification Time (TQT) Higher National Certificate (HNC) = 1,200 hours

Total Qualification Time (TQT) Higher National Diploma (HND) = 2,400 hours

3.1.2 Certification

Conditions for the award of the HNC

To achieve a Pearson BTEC Higher National Certificate qualification a student must have:

- completed units equivalent to 120 credits at level 4;
- achieved at least a pass in 105 credits at level 4.

Conditions for the Award of the HND

To achieve a Pearson BTEC Higher National Diploma qualification a student must have:

- completed units equivalent to 120 credits at level 5;
- achieved at least a pass in 105 credits at level 5;
- completed units equivalent to 120 credits at level 4;
- achieved at least a pass in 105 credits at level 4.

Module Information:

1. Business and the Business Environment – 15 credits

This module provides students with background knowledge and understanding of business, the functions of organization and the wider business environments in which organisations operate.

2. Marketing Essentials– 15 credits

This module is designed to introduce the principles of Marketing, enabling to develop a basic marketing plan and to employ elements of the marketing mix to achieve results

3. Human Resource Management– 15 credits

This module enables students to appreciate and apply principles of effective Human Resource Management (HRM). This module also explores the tools and techniques used in HRM to maximize the employee contribution and how to use HR methods to gain competitive advantage.

4. Management and Operations– 15 credits

The aim of this module is to help students understand the difference between the function of a manager and the role of a leader. This module will also introduce the concept of operations as both a function and a process which all organizations must adopt to conduct business.

5. Management Accounting– 15 credits

This module introduces the fundamentals of management accounting which apply to the wider business environment and the organisations which operate within that environment. Students will explore how management accounting uses financial data to aid planning decisions, and the monitoring and control of finance within organisations.

6. Managing a Successful Business Project (Pearson-set Assessment) – 30 credits

This module offers students an opportunity to demonstrate the skills required for managing and implementing a project. The Students will undertake independent research and investigation for carrying out and executing a business project which meets appropriate business aims and objectives.

7. Research project (Pearson-set Assessment) – 30 credits

The aim of this module is to offer students the opportunity to engage in sustained research in a specific field of study. This module enables students to demonstrate the capacity and ability to identify a research theme, to develop research aims, objectives and outcomes, and to present the outcomes of such research in both verbal and written forms.

8. Organizational Behaviour– 15 credits

This module develops a student's understanding of the influence culture, politics and power have on the behavior of others in an organizational context. Students will be in a position to apply the principles of organizational behavior to a variety of business situation.

9. Entrepreneurships and Small Business Management– 15 credits

This module provides students with an understanding of the definition and scope of entrepreneurship and an understanding of the enablers and barriers to business start-up.

10. Financial Accounting– 15 credits

The aim of this unit is to introduce students to essential financial accounting principles and techniques which will enable them to record and prepare basic final accounts. Students will learn how to prepare accounts for sole traders and partnerships as well as limited companies.

11. Statistics for management– 15 credits

This module provides students with an understanding of how management information and decision-making are enhanced by the application of statistical methods. Students will learn about a range of statistical techniques and how they can inform management thinking.

12. Business System– 15 credits

This module enhances students' understanding of contemporary business information technology (IT) systems and how organisations develop and continuously review their IT strategy in order to gain and maintain competitive advantage.

13. Human Resource– 15 credits

This module gives students the opportunity to make links between the role and function of HR and emerging HR developments. This will enable students to show an awareness of HR as a key contributor to organizational success

14. Brand Management– 15 credits

This module gives students a comprehensive overview of brand management starting with why brands are so important and how they are formed , through to measuring brand value and managing a portfolio of brands over time. It is also designed and structured to give students and end-to-end understanding of brand management.

15. Planning for Growth– 15 credits

This module provides students with an appreciation of how small and medium enterprises (SMEs) develop and grow. Students will learn about and apply techniques for identifying opportunities for growth, and appraise options for achieving growth, including via collaboration.

3.2 Programme Learning Outcomes

On successful completion of the programme, graduates will demonstrate the following Brookes Attributes:

3.2.1 ACADEMIC LITERACY

1. Demonstrate a critical understanding of the functions and processes of organisations and their interrelatedness, including their diverse and dynamic purpose, structure and governance and the tensions that this diversity poses.
2. Critically evaluate the external environment and its effect at local, national and international levels upon the strategy, behaviour, management and sustainability of organisations.
3. Review, evaluate and recommend appropriate policies and strategies within a dynamic, uncertain, global and virtual organizational environment to meet diverse stakeholder interests and the wider responsibilities of society.
4. Demonstrate cognitive skills of critical thinking, analysis, synthesis, creative problem solving and decision making within conditions of ambiguity, uncertainty and inherent tension.
5. Demonstrate individual and social responsibility in the management and development of people and resources.
6. Equip students to engage with multiple perspectives to articulate and defend a personal position on pervasive contemporary organisational and business issues.

3.2.2 RESEARCH LITERACY

7. Design and implement investigations which: take account of multiple and possibly conflicting stakeholder objectives; apply suitable research approaches in an ethical manner; and communicate with the intention of informing decision-analysis, and generating change.
8. Critically engage with one's own and others' research. This will involve evaluation of knowledge claims, by taking account of analytical rigour, assumptions, quality of argument, and sources of bias.

3.2.3 CRITICAL SELF-AWARENESS AND PERSONAL LITERACY

9. Demonstrate effective performance in multiple roles within diverse teams and therefore preparedness for international working.
10. Exercise initiative and personal responsibility for personal adaptive and collaborative learning and professional development.
11. Critically evaluate their own performance and the performance of others in the context of personal, professional and organisational development.

3.2.4 DIGITAL AND INFORMATION LITERACY

12. Demonstrate agility with digital and communication technologies.

13. Be a critical consumer of various forms of data and information.
14. Recognise the transformative potential on business, society and the individual of new and emerging technologies.

3.2.5 ACTIVE CITIZENSHIP

15. Contribute to the world of work and society at large in the spirit of/in accordance with the principles for responsible management (PRME)
16. In work and society demonstrate critical awareness of and sensitivity to the complexity of diverse global perspectives, cultures and values.

3. Learning, Teaching and Assessment

Teaching will stimulate academic engagement, develop challenging yet constructive discourse and encourage students to reflect on their own performance in preparation for a professional career. Preparation for assessment might include working with a group, researching material independently, writing assessments or revising for examinations. Active learning approaches such as seminar and workshop activities, discussions and problem solving activities are emphasised within the degree rather than transmission-based approaches involving lectures and note taking.

3.1 Assessments

BTEC Higher Nationals in Business are assessed using a combination of internally assessed **centre-devised internal assignments** (which are set and marked by centres) and internally assessed **Pearson-set assignments** (which are set by Pearson and marked by centres). Pearson-set assignments are mandatory and target particular industry-specific skills. The number and value of these units are dependent on qualification size:

- For the HNC, one Core, 15 credit, unit at Level 4 will be assessed by a mandatory Pearson-set assignment targeted at particular skills.
 - For the HND, two Core units: one Core, 15 credit, unit at Level 4 and one Core, 30 credit, unit at Level 5, will be assessed by a mandatory Pearson-set assignment targeted at particular skills.
 - All other units are assessed by Centre-devised internal assignments.
-
- **To achieve a Pass**, a student must have satisfied all the Pass criteria for the learning outcomes, showing coverage of the unit content and therefore attainment at Level 4 or 5 of the national framework.
 - **To achieve a Merit**, a student must have satisfied all the Merit criteria (and therefore the Pass criteria) through high performance in each learning outcome.
 - **To achieve a Distinction**, a student must have satisfied all the Distinction criteria (and therefore the Pass and Merit criteria), and these define outstanding performance across the unit as a whole.

Resubmission opportunity

- An assignment provides the final assessment for the relevant learning outcomes and is normally a final assessment decision. A student who, for the first assessment opportunity, has failed to achieve a Pass for that unit specification **shall be expected to undertake a reassessment**.
- Only one opportunity for reassessment of the unit will be permitted.
- Reassessment for course work, project- or portfolio-based assessments shall normally involve the reworking of the original task.
- For examinations, reassessment shall involve completion of a new task.
- A student who undertakes a reassessment will have their grade capped at a Pass for that unit.
- A student will not be entitled to be reassessed in any component of assessment for which a Pass grade or higher has already been awarded.

Repeat Units

- A student who, for the first assessment opportunity and resubmission opportunity, still failed to achieve a Pass for that unit specification:

- At Centre discretion and Assessment Board, decisions can be made to permit a repeat of a unit.
- The student must study the unit again with full attendance and payment of the unit fee.
- The overall unit grade for a successfully completed repeat unit is capped at a Pass for that unit.
- Units can only be repeated once.

4. RECRUITMENT AND ADMISSIONS

The candidates must have one of the following

- Certificate of passing Governmental Matriculation Examination
- IGCSE or GCE qualifications
- Other related qualifications such as (SAT, IB)

English Language Requirement

Pearson BTEC Higher National qualifications which are both taught and assessed in English, it is critical that they have an appropriate level of English Language Skills

The candidates must have one of the following

- Common European Framework of Reference (CEFR) level B2
- PTE 51
- IELTS 5.5; Reading and Writing must be at 5.5
- Or equivalent

4.1 Role of Registration Department

Strategy First has a registration department to ensure the accurate and timely registration of learners in accordance with Pearson's published policies and timelines.

5. Recognition of Prior Learning

Recognition of Prior Learning (RPL) is a method of assessment (leading to the award of credit) that considers whether students can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess, and so do not need to develop through a course of learning.

Pearson recognise students' previous achievements and experiences whether at work, home or at leisure, as well as in the classroom. RPL provides a route for the recognition of the achievements resulting from continuous learning. RPL enables recognition of achievement from a range of activities using any valid assessment methodology. Provided that the assessment requirements of a given unit or qualification have been met, the use of RPL is acceptable for accrediting a unit, units or a whole qualification. Evidence of learning must be valid and reliable.

As there are students who want to change from NCC programme to Pearson BTEC HND programme, the following is a list of subjects available as exemptions are as follow.

HNC	NCC Level-4 Diploma in Business
Business and Business Environment	Understanding Business Organisations
Marketing Essentials	Principles of Marketing
Management and Operations	Essential of Management
Financial Accounting	Introduction to Finance
HND	NCC Level – 5 Diploma in Business
Statistic for Management	Advance Business Mathematics
Business Systems	Information System and Organisations
Human Resources-Value and Contribution to Organisational Success	Human Resources in Business

Exemption Subjects

Passing the NCC level 4 Diploma in Business is equivalent as passing the first year of the UK University thus students who have finished NCC level 4 in Business can directly join the Pearson BTEC HND in Business Level 5.

6. Support and guidance during your studies

Counselling

Any student feeling the need for counselling in relation to either academic or personal problems should contact the Head of Student Support for assistance. It is the responsibility of the student to ask for assistance. However, a lecturer may also refer a student at any time for appropriate counselling as deemed necessary to further the success of the student.

Emergency Contact

Those needing to contact the Institute regarding an emergency are advised to call the Institute at (+95) 9 250 717166-68 during normal working hours.

Programme Team Meetings

Senior Management team together with programme team members and Programme Officers will always be holding the meetings every week for the development and solutions needed for the future of the students and the programme. Students feedbacks and course evaluations will also be reviewed and discussed at these meetings.

Who else will be involved with the course?

Programme manager (Coordinator)

This is the teacher in charge of the course. He/she must make sure that the units are being taught correctly and that sufficient resources are available.

This person also oversees all of the vocational courses to make sure that standards are being met. This will be done by:

- Visiting lessons
- Looking at students' work
- Collecting information on student achievement
- Surveying lecturer/student views

Internal Verifier

He/she will check the assessment of all assessors on the course; they sample the work of all students on the course and provide written feedback. The IV works with the external verifier.

This is a quality control check to ensure that all students' work is being fairly marked and standards are being maintained. When a unit of work has been assessed and graded it will be passed to an internal verifier who will check that all of the tasks have been completed to the appropriate standard. It may be necessary at this stage, for you, to amend your work, if it does not meet the standards set by other students, who have been awarded the same grade.

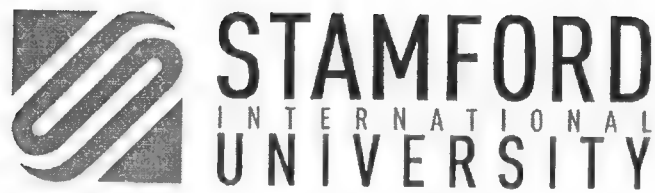
Internal Verifiers ensures that

- Assessment is consistent across the programme
- Assessment instruments are fit for purpose

- Assessment decisions accurately match learner work to assessment and grading criteria
- Standardization of Assessors takes place
- An assessment and Verification plan is in place for each programme
- Assessments are appropriate
- An effective system of recording student achievement is in place
- Accurate and up-to-date records of the internal verification process are available
- Assessment evidence is, sufficient, authentic, valid and consistent
- Their own assessment decisions are sampled when teaching on the programme
- Are involved in the formal stages of any appeals

External Verifier

This person is appointed by Pearson and has knowledge of the subject and the course who will visit to sample the work from all units. The samples will be chosen to show the different grades awarded. The external verifier is checking the quality of the assignments and the standard of assessment. He/she may recommend that changes be made to the assignment and to the work you have done, although this may cause you some extra work, it will make sure that you are achieving the required standard to get a good grade for the courses and is therefore very worthwhile.



Signature

Master of Business Administration Curriculum

Awarded by – Stamford International University in partnership with Strategy First



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WELCOME TO STAMFORD INTERNATIONAL UNIVERSITY

Be a part of our truly international community!

Named after Sir Stamford Raffles (1781- 1826), Stamford International University (STIU) opened its first campus in Thailand in 1995. To meet the growing demand for international education in Thailand and the ASEAN region, STIU opened a second campus on Bangkok's Rama 9 and a downtown learning center (Asoke Campus Learning Center) in the heart of Bangkok's business district.

Be a part of Laureate global network and get access to worldwide learning resources!

Stamford became a member of Laureate International Universities in 2011, and is connected with 75 institutions in 25 countries and more than a million students around the world.



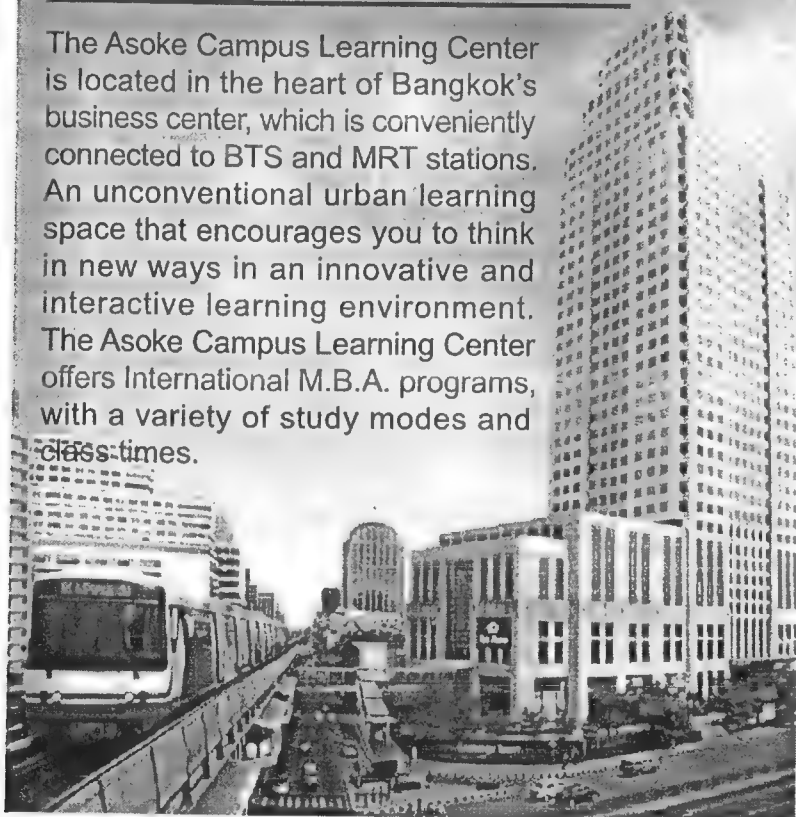
LAUREATE
INTERNATIONAL
UNIVERSITIES



OUR CAMPUSES

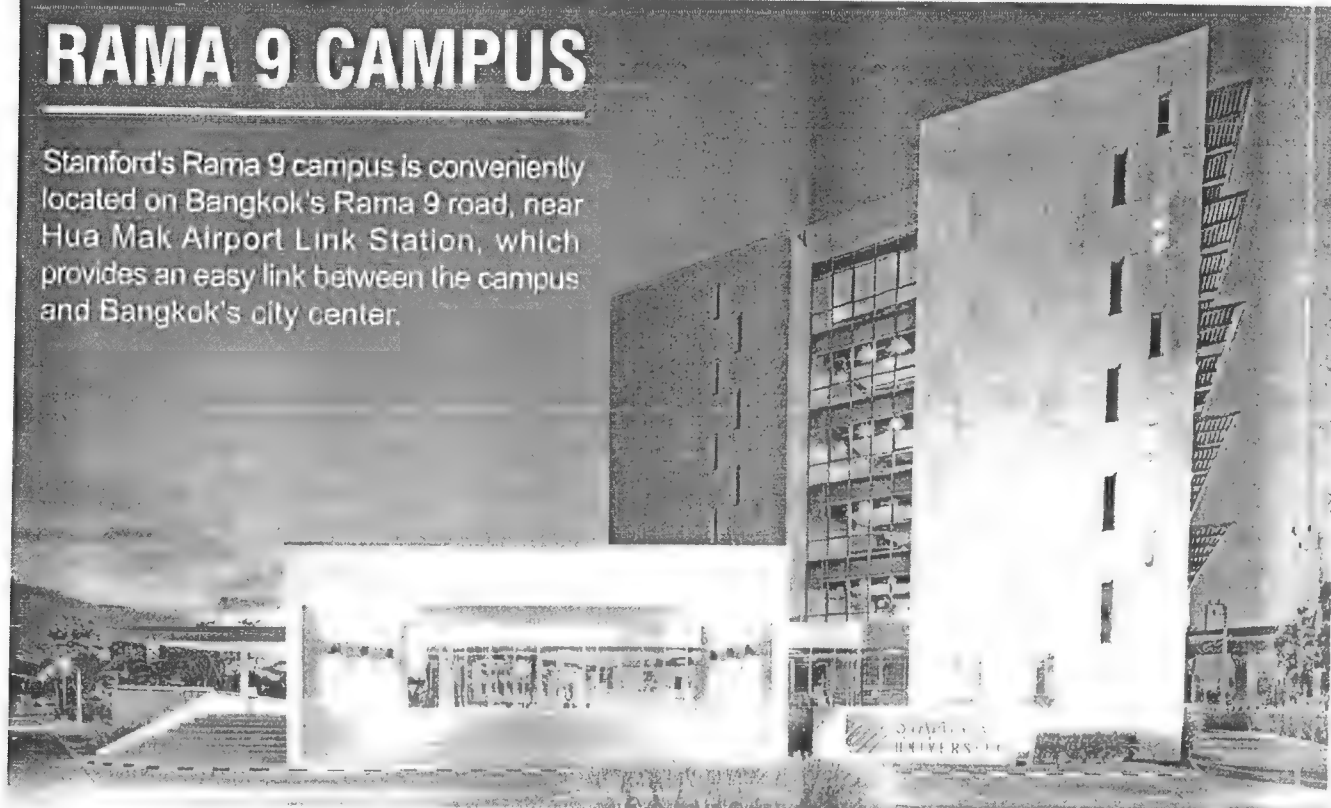
ASOKE CAMPUS LEARNING CENTER

The Asoke Campus Learning Center is located in the heart of Bangkok's business center, which is conveniently connected to BTS and MRT stations. An unconventional urban learning space that encourages you to think in new ways in an innovative and interactive learning environment. The Asoke Campus Learning Center offers International M.B.A. programs, with a variety of study modes and class times.



RAMA 9 CAMPUS

Stamford's Rama 9 campus is conveniently located on Bangkok's Rama 9 road, near Hua Mak Airport Link Station, which provides an easy link between the campus and Bangkok's city center.



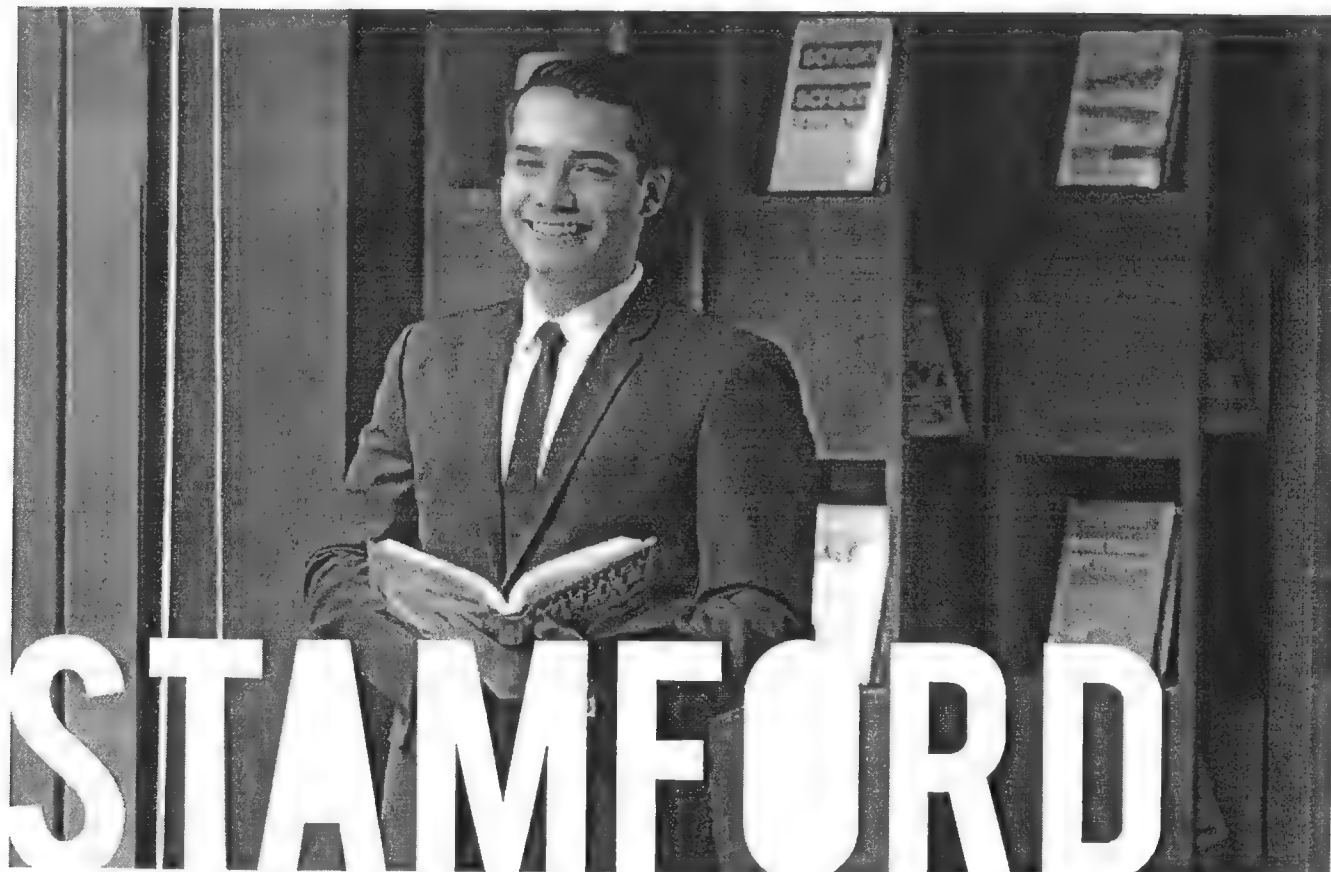
Hua Hin Campus

Stamford's Hua Hin campus is located in the Cha Am-Hua Hin area. The campus is set on a picturesque landscape and is equipped with uniquely designed buildings for academic and residential purposes, which help create a holistic learning experience for students. The Hua Hin campus offers Thai and Bilingual undergraduate and postgraduate programs.



Strategy First Institute Learning Center, Yangon , Myanmar.





M.B.A.

The MBA program consists of seven core subjects, a unique independent study project and a six subject specific major. Experience interactive learning that is industry linked with a focus on regional business perspectives.

Stamford MBA Faculty



Dr. John Nirenberg
Associate Dean
of Post Graduate Study



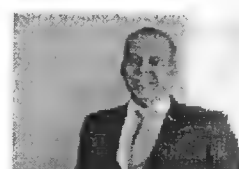
Dr. Martin Goerlich



Dr. Mark Rendon



Dr. Scott Roach



Dr. William P. Wall



Mr. Lee E. Kornowski



Dr. Irina Onyusheva



Mr. Kristian Luciani



Mr. David Anthony van Brecht



Dr. Pakakorn Rakrachakarn



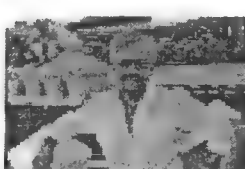
Dr. Kate Hughes



Mr. Carl R. Lindwall



Dr. Ronald Vatananan-
Thesenvitz



Dr. Arthur Gogatz



Dr. Jean Marc

The Curriculum

Credits total: 48 credits

Curriculum Structure

Professional Business (Independent Study)			
Core Courses	9 subjects	<u>36</u>	credits
Specialization Courses	2 subjects	<u>8</u>	credits
Independent Study		<u>4</u>	credits
Total		<u>48</u>	credits

STUDY PLAN

Yangon MBA Program (Weekend Program)

(14 months study plan: 4 semesters)

Independent Study (IS) Plan	
Semester I	
Courses	Credits
MGN501: Business Essentials	4
MGN511: The Human Side of Organizations	4
MKT501: Marketing as Value Creation	4
Semester II	
Courses	Credits
ACC501: Managerial Accounting	4
FIN501: Financial Management	4
ENT501: Creative Thinking for Innovation and Change	4
Semester III	
Courses	Credits
MGN512: Strategic Management	4
BUS511: Business Research and Analysis	4
INB528: Internationalization Strategies	4
Semester IV	
Courses	Credits
INB538: Cross Cultural Management	4
MGN599: Foundations for Independence Study	4
GBA593 : Independent Study	4
Comprehensive Examination	
Total	40

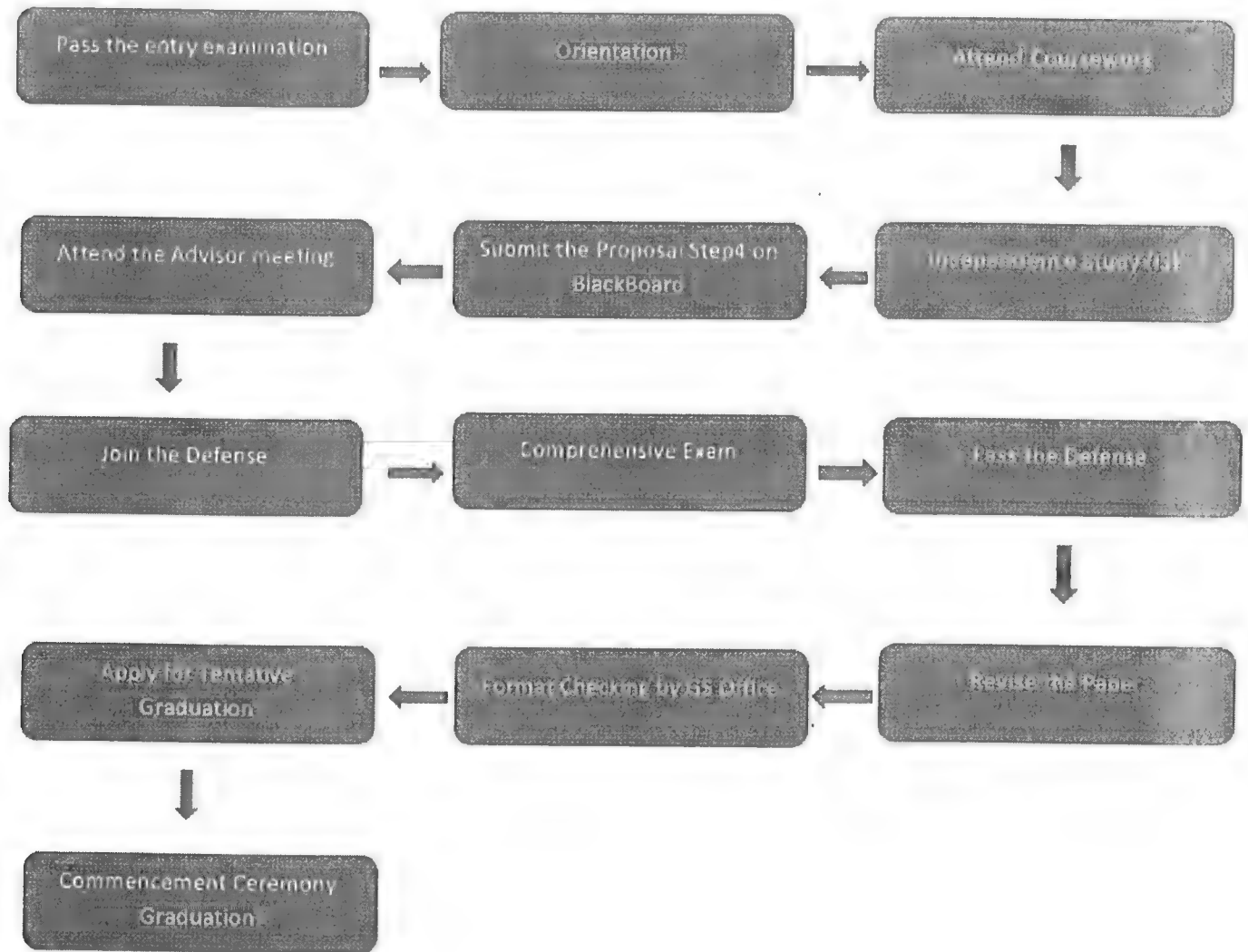
Remark : Study plan is subject to change based on individual needs and academic calendar.

Independent Study

Area	IS Plan Requirements
Total course	9 core Courses 2 Specialization
Overview	Research is conducted independently by the student on a topic conforming to permitted IS options, selected by the student and approved by a Stamford faculty advisor. The project requires research by the student and results in an original work consistent with the instructions provided in the IS Blackboard website and from the advice of the advisor. This study has "Approval" stage. 1.1 Topic Approval based on Step 4 Paper. 2.1 Successful completion at chapter 1 & 2. 3.1 Approval of Primary Data Collection. 4.1 Permission to defend your IS Plan.
Defense	Defense (Chapters 1-3 and the resulting plan)
Chapters	Ch. 1 Introduction Ch. 2 Literature Reviews Ch. 3 Research Methodology The Plan and its prescribed sections
Literature	This relates to Chapters 1 & 2. Literature review must be supported by a large number of scholarly articles and credible websites.
Primary Data Collection	This can include Interviews, Focus group, Questionnaire/ Survey and Observations. The justification for the selection of Primary Data Collection Method should be drawn from the literature (and cited) and modified (if needed) and then checked by and approved by the faculty advisor before use.
Data Analysis	Appropriate techniques must be selected for data analysis. The basis for the technique(s) selected must be provided from the literature. There are a vast range of quantitative (statistical) as well as qualitative techniques for Data Analysis. Choice of chosen technique should be justified from literature.
Population	Population should be appropriate to the nature of the study and should have a basis for that appropriateness in the literature. Please do not use Yamone (1967) for this; it is outdated.
Sampling	Sampling should be done in accordance with accepted sampling techniques as taught in MGN 584 and as described in the textbook used in that class and similar scholarly literature. Basis for the sampling methodology must be provided from literature and cited.
In-text Citations References	In-text citation and References in APA format. Information available on Stamford Library website.
Appendices	Survey Questionnaire Interview Question Correspondence with Expert Ethics Maps Observation Forms
Words	There are no chapters 4 and 5. An IS Plan should be as long as it needs to be to cover the objectives of the project.

Area	Submission Requirements
IS Plan Submission for Defense	<p>This requires both Hard copy and Soft copy Submissions: 2 weeks before the Defense Date</p> <p><u>Hard Copy</u></p> <ul style="list-style-type: none"> - A4 paper 80 grms - 1 side printing - 2 Hard binding Copies - Submit to Strategy First Institute <p><u>Soft Copy</u></p> <ul style="list-style-type: none"> - Soft File submission in Turnitin and email to MBA Support (susandar.myint@stamford.edu) - All soft copy IS Plan submission will be checked for Plagiarism via Turnitin. Submissions indication extensive copying and/or lack of correct APA format for in-text citations and/or references, will not be permitted to defend their IS Plan until this is resolved. <p>If the submission of either the Hard Copy or Soft Copy are late, the students will defend in next Defense.</p>
Defense Exam	<p>Defense exam will be conducted by 2 Committee members</p> <p>Each student will have 15 minutes in total for:</p> <ul style="list-style-type: none"> - 5 minutes for student presentation - 5 minutes for Questions and Answers - Students then leaves the room - 5 minutes for Evaluation and Discussion among Committees <p>Arrive to the exam venue 50 minutes before the scheduled Defense time</p> <p>Please wear the business attire</p> <p>Students in Yangon MBA Program can request to join Defense Exam in Bangkok</p>
Area	Defense & Completion
Format Verification	<p>Follow the university's IS template on BlackBoard and submit the IS Soft copy to MBA Support for Format Checking</p>
Comprehensive Exam	<p>3 hours closed book exam</p> <p>Based on broad topics related to MBA modules</p> <p>2 Weeks after the IS Defense Exam</p>
Grade	<p>For more information, consult in IS Plan Website</p>

MBA Program Process Map



Systems you'll use regularly

- Getting your Login details – <https://accounts.stamford.edu>
- Password Reset Portal – <https://passwords.stamford.edu>
- Email – <https://webmail.stamford.edu>
- Blackboard - <https://learn.stamford.edu>
- E-Learning - Virtual Learning Environment: <http://elearning.stamford.edu>
- Registration & Grading - <https://reg.stamford.edu>
- Library - <http://online.library.stamford.edu>


1. Getting your Login details

1.1 Getting your Login details <https://accounts.stamford.edu>

Key in your following required information to get your login details:

- Date of Birth
- ID Document type
- ID Document number

Note: You'll also be required to change your password every 6 months



Please submit the requested details below to Activate your account and receive your login information.

Date of Birth:
[Enter your Date of Birth]

Identification Document type:
[- Select -]

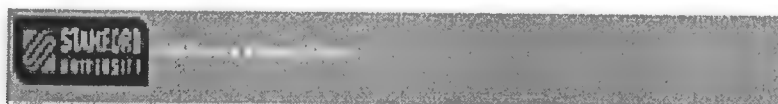
Identification Document number:
[Enter your Citizen ID / Passport number]

Activate account

2. Forgot your password?

2.1 Forgot your password?

<https://Passwords.Stamford.Edu>



To use All Staff Password Portal you first need to enter email address you can reset your password and submit your request by answering security questions

[Email Address]

[Security Question 1]

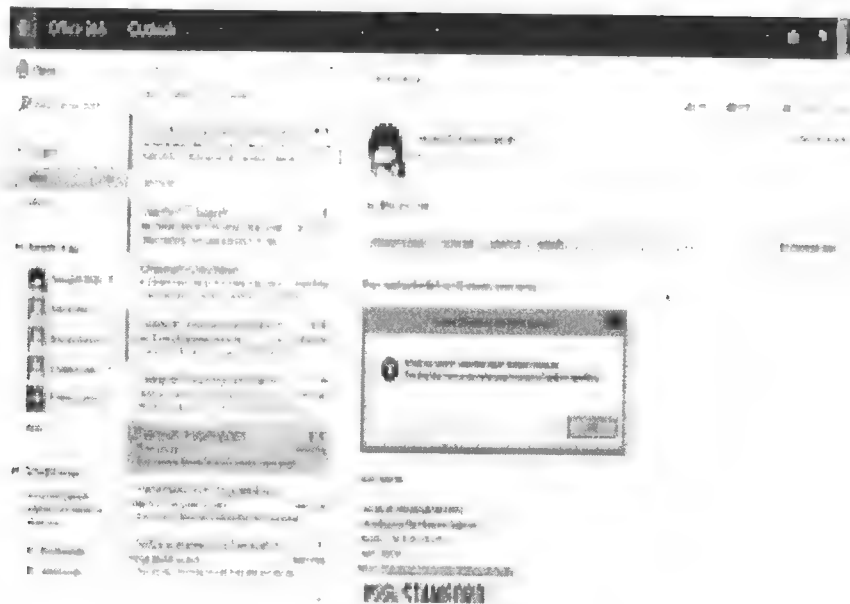
[Security Question 2]

[Security Question 3]

[Security Question 4]

3. Email

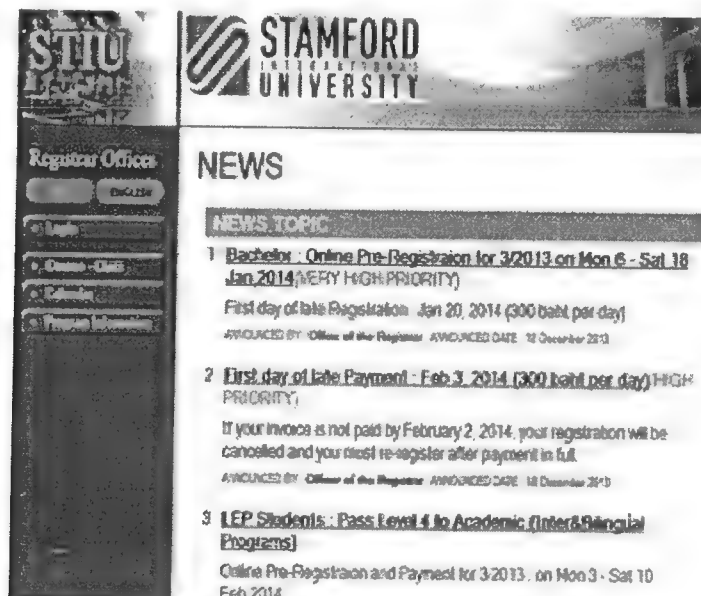
3.1 Email <https://webmail.stamford.edu>



Check regularly, as all important notifications are ONLY sent here

4. Registration & Grading System

4.1 Registration & Grading System <https://reg.stamford.edu>



If You forget username and password,
please contact Registrar's Office at registrar_bkk@stamford.edu

WELCOME TO BLACKBOARD

SIGNATURE M.B.A.

AWARD WINNING M.B.A. PROGRAM

**1st IN INNOVATIVE
EDUCATION 2014**  **Blackboard
CATALYST AWARD
WINNER**

Blackboard




Stamford International University won the Blackboard Catalyst Award for innovative blended learning with the Signature M.B.A. Program, overcoming over 85 competing universities worldwide. Our M.B.A. program combines interactive classroom learning, with flexible online learning modules. The program is delivered via the latest technology used by world-leading universities. It allows students to learn anywhere, at any time, outside the classroom.

1. Login Page

Open the Web browser and type <https://learn.stamford.edu>
Note: Google Chrome is the most recommended Web browser.


Stamford Webmail Registration & Grading IT Information Password Self-Reset Guide to Stamford

 **STAMFORD
INTERNATIONAL
UNIVERSITY**


USERNAME

PASSWORD

[Forgot Your Password?](#)

 **Usp**

Enter the username and password and click "Login".

 **LAUREATE
INTERNATIONAL
UNIVERSITIES** | *Unleash Your Potential* | **Blackboard
learn**

2. Welcome Page

Welcome GR Student Center

View campus announcement messages.

View a list of courses the student are enrolled in. Click on the Course Name link to enter into the course.

Postgraduate Students

Tools

- Announcements
- Calendar
- My Grades
- Tests
- Send Email
- Address Book
- Personal Information
- User Directory

Click on the link to enter the online Library website.

Library

Click here for the Library Blackboard Page

Click here for the Full Library Website

Orientation (That Online MBA)

Announcements

My Courses

Courses where you are Student

- ACC 500 Accounting Foundation (Term 1 2016 Inter Program - July/August)
- Online Professor Padmanavath Muthuswamyasphada
- GUS204 Principles of Management (Term 3 2015 US Set 2016)
- Online Professor No Instructions
- Basic Training T1 2016
- Online Professor No Instructions
- Boy's Sanitation
- Online Professor No Instructions
- MGR 521 Managing the Organization (English Program - Asoke Campus, SAT Term 1 2016)
- Online Professor No Instructions
- MIS 584 Data Driven Decision Making (That Program Term 1 2016, Carlson & Camille Asoke Kazakhstan)

My Announcements

No Distribution Announcements have been posted in the last 7 days.

No Course or Organization Announcements have been posted in the last 7 days.

View course announcement messages.

Printing at Stamford's Asoke Campus

Printing services for students are generally handled by third-party vendors, except for our Asoke Campus, where an automated self-service printing solution (PaperCut) is available. Click this image to learn more.

3. Student Center Page

Welcome GR Student Center

Click "Students Center" to view the details of events and services provided by Students Center Team.

Students Center

Announcements

Student Council

Student Council (SC)

The Student Council is the voice of the Stamford student body. It is formed by highly qualified and enthusiastic students from all faculties and disciplines who understand their peers' needs and concerns. They work closely with

Students Center Team

(Click on a person's name to e-mail them)

- Ekasit Kansurto**
Assistant President of Students Center
- Sasral Wongkajayatham**
Student Services & Alumni (Chinese Speaking)
- Precha Ruengruay**
Chair & Scholarship Committee
- Pitchaiwee Sitiratanapath**
Vice Service and Lost & Found
- Surosh Suttelma**

4. Course Home Page

Managing the Organization

After clicking on the Course Name link under "My Courses" on the Welcome page, it takes the student to the course home page.

In the first block, click on each link to view necessary information for the course selected. Students should review information about the course introduction, syllabus, and teaching schedule.

In the second block, click on each week link to complete online learning activities.

Note: For the M.B.A. full time program, there are 12 weeks. For the M.B.A. part time program, there are 5 weeks.

In the third block, use the available tools and check grades through the "My Grades" link.

To Do

View announcement messages posted by the instructor. Click "more announcements" to view all the announcement messages.

Note: Students should regularly check their Stamford e-mail as the announcement message will be sent to it.

Waiting Due Today

► Tomorrow (0)

► This Week (0)

► Future (0)

5. Weekly Main Page

Week 1

Week 1: The Importance of the MBA Degree

Introduction

You are embarking on a rewarding educational journey as you develop your business skills through the Master of Business Administration (MBA) program. The MBA degree attracts professionals from a variety of backgrounds and professions. Many professionals pursue this degree hoping to expand their career opportunities, relationships, and professional and personal growth. The MBA degree is a gateway to a variety of business and management careers. Consider your own reasons for entering this program. What made you decide to pursue an MBA? What are your expectations? How will earning an MBA support you professionally or better position you in the workplace? As you begin this journey, keep in mind what you hope to accomplish by earning an MBA.

This week, you explore varying perspectives held by leading managers of online MBA degrees and their expectations of professionals who earn an MBA.

Learning Objectives

Students will:

- Assess the value of an MBA degree
- Analyze skills and characteristics of MBA professionals
- Evaluate personal leadership characteristics

Learning Resources

Discussion

One Week 1

Learning Objectives for Face-to-Face Class

Class Assignment Submission

On the main page of each week, usually it consists of the following components:

- Learning Topic & Introduction & Learning Objectives
- Learning Resources
- Online Learning Activities i.e. Discussion, Learning Reflection, or Quiz
- Looking Ahead to Face-to-Face Class
- Class Assignment Submission

Students can click on each link to view the details.

6. Learning Resources Page

Learning Resources

Week 1: The Importance of the MBA Degree

Each week's Learning Resources are categorized by Required and Optional Resources. Prior to answering your online Discussion and in preparation for the face-to-face class, be sure that you have read all articles identified as "Required."

After reading required articles, you can choose to review optional articles (as needed) to gain a better understanding of the course content.

On the "Learning Resources" page, complete a self study by going through the course material e.g. PDF readings, PPT slides, Web links, and video clips.

Learning Resources

Required Resources

Readings

Balley, J. S., & Fagle, L. V. (2012). Hiring managers' perceptions of the value of an online MBA. *Online Journal of Distance Learning Administration*, 15(2). Retrieved from <http://online.jstor.org/stable/40444444>

Focus on the factors that impact the value of online degrees. In preparation for your Discussion, consider your reasons for joining this blended MBA program.

7. Looking Ahead Page

Looking Ahead to Saturday's Class

Week 1: The Art and Science Behind Innovative Marketing

Looking Ahead to Saturday's Class



You will begin Saturday's class by examining the idea that "marketing is all around you." To prepare for this Discussion, consider a marketing campaign (and select one) that:

- You most enjoy
- You are familiar with but do not like
- Prompted you to buy a product or service

The "Looking Ahead to Face-to-Face Class" page provides the student with information on how to be prepared before attending the face-to-face class.

Note: This section is available only for the M.B.A. part time program (Asoke/Rama 9/Hua Min).

Draw or print the logo and/or slogan of your selected marketing campaign and be prepared to expand on these ideas in class.

During Saturday's class you will also participate in many activities that build upon this week's readings. In preparation, read through this week's required resources and take notes on key concepts and any questions you might have. It is highly recommended that you either print or create an outline for applying the SWOT Analysis and Porter's Five Forces Model of Market Profitability.

Note: Please bring a computer (laptop or tablet) with you to each Saturday class, as in-class activities will involve research, note taking, and the use of word processing programs. You will also be prompted to submit in-class Assignments to specific locations within the online classroom. For the purposes of this course, mobile phones will not suffice for the required activities and Assignments.

8. Online Learning Activity - Discussion



Learning Resources

Enriched Summer Program



Week 1 Discussion Forum

1. Click "Discussion Forum"



Week 1 Online Quiz



Looking Ahead to Face-to-F

Knitted Surface Textures



Class Assignment Submit

Enacted Statutes Indexed

Forum: Week 1 Discussion Forum

Organics Forum Threads on this page and apply settings to several or all threads. Threads are listed in a columnar format. The threads can be sorted by clicking the column title or the caret at the top of each column. [More Info](#)

2. Click on the thread link to participate in the online discussion activity.

Date	Thread	Author	Status	Replied Posts	Total Posts
11/16/03 2:25 PM	Discussion: Week 1	Anonymous	Published	13	13

Online Discussion: Perceptions of an Online MBA Degree

Online MBA programs are one of several options in obtaining an MBA degree. Many employers, business professionals, and young leaders all have varying perspectives on the value of an online MBA degree. In this Discussion, you compare and contrast your perspective on the value of an online MBA degree with others. You also evaluate how this unique opportunity will help you develop the skills necessary to become an organizational leader.

To prepare for this Discussion, review this week's media presentation and read the articles in this week's Learnings focusing on the skills that employers expect of MBA graduates. Consider how the perceptions of online MBA degrees differ from your own ideas.

Post by Friday is no longer the intimidating 80 at least 250 words. What are your reasons for not doing it? Has it changed MBA programs? Have might it, MBA programs offered through environment be viewed differently from a traditional face-to-face classroom program by hiring managers? What research evidence do the MBA that hiring managers are seeking in MBA professionals? Which of those skills your strengths, and which would you like to develop further?

Respond by Sunday to at least two of your colleagues' posts by sharing an observation about the similarities between your colleagues' responses and your own perceptions. Then, respond on your colleagues' posts by identifying two additional skills expected of MBA graduates, referencing what you learned from this week's Learning Resources.

Return to this Discussion to read the responses to your initial post. Reflect on what you learned in this activity as you gained this week.

Click on the Reply button below to reveal the hidden text for answers to this message. Then click on the Submit button.

3. After reading the discussion topic, click "Reply" to post comments.

5. If needed, click "Browse My Computer" to attach a file.

6 (a) Click "Save Draft" if the student wants to save the draft response, finish, and submit it later.

(b) Click "Submit" to submit the response.

Note: The instructor can grade this activity only when the student clicks on the "Submit" button.

9. Online Learning Activity – Learning Reflection (Online Assignment)

Learning Objectives

Students will

- Analyze the significance of marketing
- Analyze psychological processes that impact consumer behaviors
- Analyze impacts of consumer behaviors on the overall success of products and services
- Evaluate alignment of marketing strategies with consumer needs and wants



Learning Resources



Week 1 Discussion Forum



Learning Reflection

1. Click "Learning Reflection (or Online Assignment)" to view the details of the question and instruction.



Learning Reflection Submission Link - Week 1

After reviewing and completing the content found within this week's

2. Click "Learning Reflection Submission Link" to submit the assignment file.

Section

1. Assignment information

Points Possible

100

View Points

After reviewing and completing the content found within this week's

2. Assignment Submission

Text Submission

Write Submission

Attach File

Browse My Computer

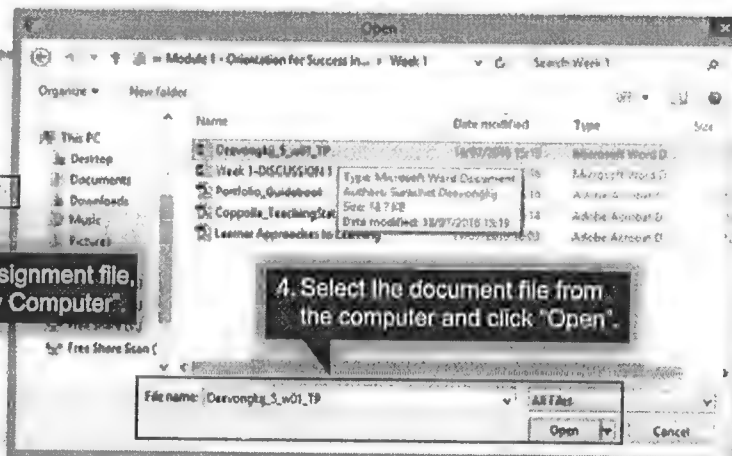
3. Add Comments

Comments

0

3. To submit the assignment file, click "Browse My Computer".

4. Select the document file from the computer and click "Open".



1. Assignment information

Points Possible

100

View Points

After reviewing and completing the content found within this week's "Learning Reflection" and, use this submission link to submit

2. Assignment Submission

Text Submission

Write Submission

Attach File

Browse My Computer

Browse Content Collection

Attached file

0 files chosen

1 Drawing1_5_w01_T9.docx

Link Title

Drawing1_5_w01_T9

Do not attach

6. (a) Click "Save Draft" if the student wants to save the draft assignment file, finish, and submit it later.

(b) Click "Submit" to submit the assignment file.

Note: The instructor can grade this activity only when the student clicks on the "Submit" button.

3. Add Comments

Comments

0

0

For the toolbar, press ALT-F10 (PC) or ALT-FH-10 (Mac).

0

Please find attached my assignment for Week 1

5. If required, add comments for the instructor to review.

10. Online Learning Activity - Quiz

Begin: Quiz - Week 1

Cancel

Begin

1. Instructions

Description

Check Point Quiz: Significance of Earning an MBA Degree (10 Questions)

This week's Quiz is due by **Friday** of this week and covers the following topics

- Value of an MBA degree
- Skills expected of MBA professionals
- Quiz can be taken several times

Force Completion

This test can be saved and resumed later

Multiple Attempts

This test allows multiple attempts.

Click **Begin** to start Quiz - Week 1 Click **Cancel** to go back.

2. Submit

Click **Begin** to start Click **Cancel** to quit

1. Click "Begin" to start doing a quiz

Cancel

Begin

Take Test: Quiz - Week 1

Test Information

Description

Check Point Quiz: Significance of Earning an MBA Degree (10 Questions)

This week's Quiz is due by **Friday** of this week and covers the following topics

- Value of an MBA degree
- Skills expected of MBA professionals
- Quiz can be taken several times

Instructions

Multiple Attempts This test allows multiple attempts.

Force Completion This test can be saved and resumed later.

Question Completion Status:

2. Once done, click "Save and Submit" to submit all answers.

Save and Submit

Save and Submit

Question 1

An MBA degree provides professionals with the opportunity to:

- ☐ A. Expand their career opportunities
- ☐ B. Network with business professionals and colleagues
- ☐ C. Develop their knowledge of business and management
- ☐ D. All of the above

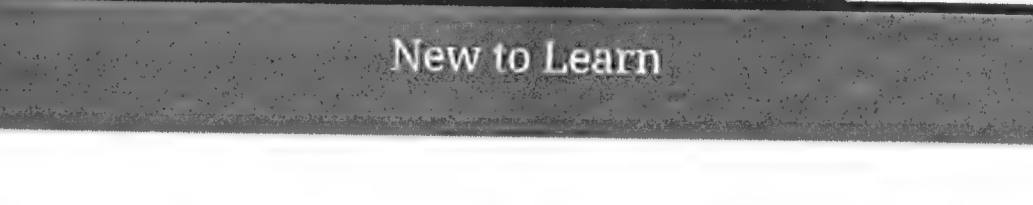
10 points Saved

11. My Grades Page

[illegible]

12. More Information about Blackboard Learn

For more information on how to use Blackboard for students, please visit <https://en-us.help.blackboard.com/Learn/Student/New>



New to Learn

[Access Learn](#)

[Log in to Learn](#)

[Browser Support](#)

[Accessibility](#)

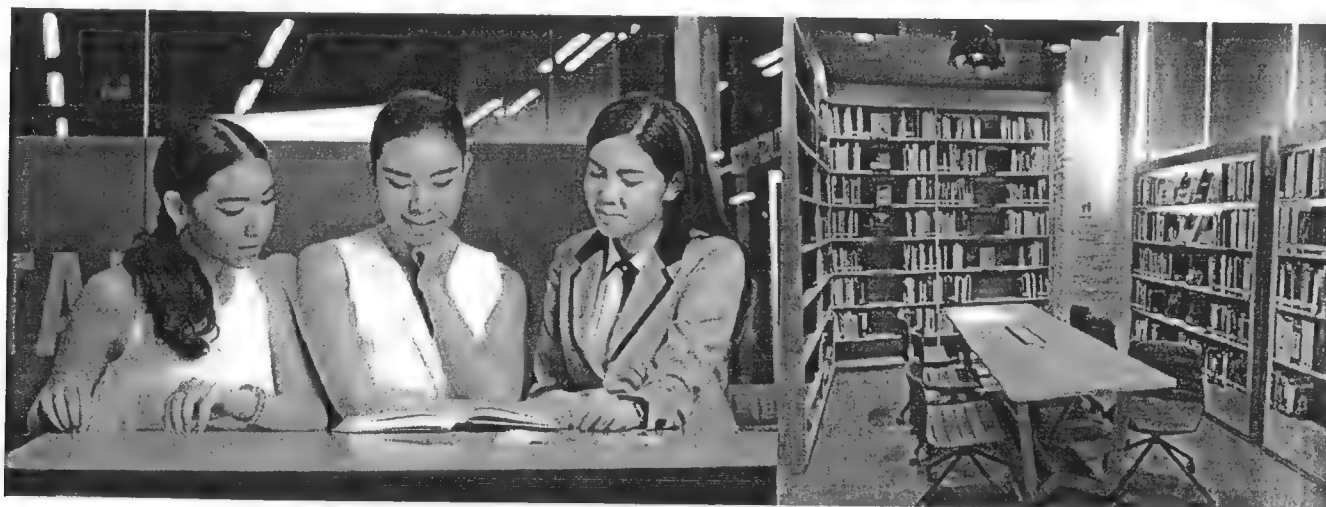
[Protect Your Reputation and Identity Online](#)

[How to Succeed Online](#)

[Watch Videos](#)

[Additional Learn Features](#)

LIBRARY GUIDE



HOW TO FIND A BOOK IN THE LIBRARY

Home Catalog

Stanford International University Library (<http://online.library.stanford.edu>)

By Using Stanford Internal Network you can search for Online Database and e-Books within these sites. Click on the logo below:

EBSCOhost eBookLibrary

Top 10 Book Paper Visual Code Origines Number Barcode Brief Report

Find:

Keyword Title Author Subject Series

Narrow your search to:

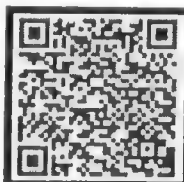
Location: Stanford Library

Material Type: Any Type

Scroll Down to the bottom for Websites & Resource URLs or contact library@stanford.edu

You can search anytime at Library web at

<http://online.library.stanford.edu>
or scan QR Code



Instruction

1. To Search, Key in required information in Find box
2. Select one of the following items: Keyword, Title, Author or Subjects then Enter
3. A list of books matching your search will be displayed, Check a book location then pick up a book on shelf.
4. For further assistance or Library Loan please contact library at count desk or by email: library@stanford.edu

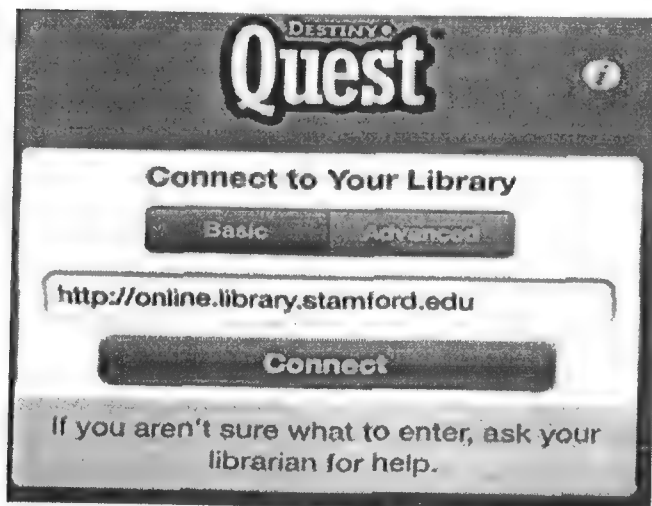
LIBRARY ON YOUR MOBILE

How to install the Destiny Quest App Follow these easy steps to download:

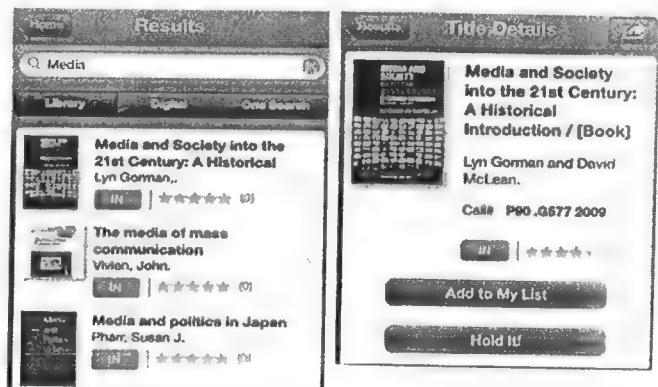
1. Search for "Destiny Quest" in your apps finder and INSTALL
3. Sign in with your username and your password (your Stamford E-Mail, for example: emma.watson@students.stamford.edu)



2. Enter the Library
URL: <http://online.library.stamford.edu>



4. Search books, Save lists, Write review and Renew your books



What you can do using Destiny Quest App when logged in:

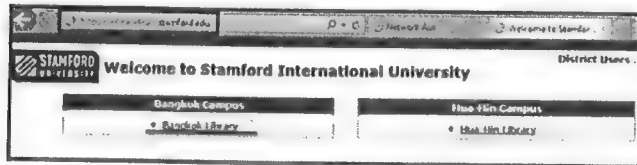


- Search library catalog on the go!
- View Account Information including checkouts, holds and outstanding fines.
- Easily maintain lists of books you are now reading, want to read, and have read.
- Discover the top 10 most popular titles and new books and the library.

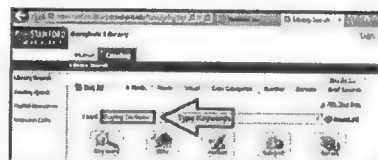
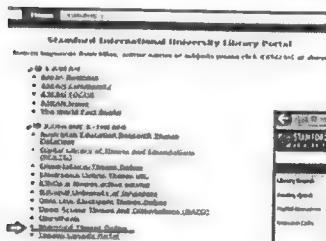
ONLINE THESIS GUIDE

Did you know you can download Full Text and read Thesis & IS Online?

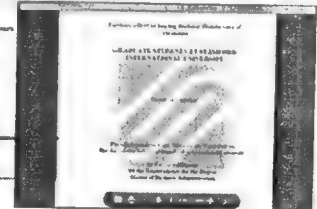
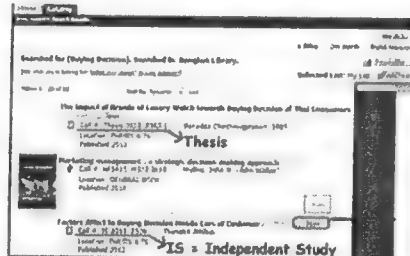
1. Go to <http://online.library.stamford.edu> and Select Campus



2. Find Thesis & IS at Home in Stamford Thesis online, or search keywords in catalog menu.



3. Find title details and click Open to open Full Text



Transfer of Credits

Transfer of credits from other University is accepted with the following conditions:

1. Credits must be transferred from an accredited University by MOE and only once, at the time of admission.
2. Three quarters (75%) of the course content has to be equivalent to that specified in Stamford's curriculum
3. The course must have been taken within 5 years from the time of application
4. Only courses with an earned grade of "B" or higher will be accepted as transferred credit.
5. The course has to be taken on a graduate level
6. The maximum number of transferable credits is 16 credits, provided all requirements are met
7. Each credit transferred must have had 15 classroom hours or equivalent, which is 45 hours for one course.
8. Submission of course curriculum along with official transcripts is required to process a transfer.
9. Credit transferred fee is THB 2,000 (Flat rate)

Adding And Withdrawing Courses

Definitions:

- MBA students who commence their 1st academic year in 2017 will be called students who study on **"5 Weeks Program"**
- A block is a period of time within a term. 1 Block is equivalent to 5 weeks class.
- There are typically 3 blocks per term, therefore 1 term is equivalent to 15 weeks.
- Block start and end dates should be communicated to staff and students through the university calendar available with Academic Support and Registrar Officers.
- A block course is a course taking place during the length of a block.

Add/Drop and Withdraw

1. Student may drop and add any course in any future block.
2. Student may add more subject on the following block and term, from **week 5 till week 1 of the following subject** (Adding Period)
3. A course of a current block may be added during the first week of that block.
4. A course of that block **may be dropped** during the first 2 weeks of the block. A dropped class shall not be included in the transcript of records.

Note: Refund on dropped course

- Refunded amount of your dropped subject will be credited in the system and shall be deducted from your balance of the following term

5. Week 3-4, student can withdraw from class which will result in a grade of "W" (withdraw) on a transcript and a withdrawn subject will be **none refundable**.

6. Week 5, student can withdraw from class which will result in a grade of "F" on a transcript.

Remark

- In case of illness and any emergency, a student may request for late withdrawal. With Dean's approval, a late withdrawal may result a grade of "W" (withdraw) on student transcript instead of "F".

7. An application for adding, dropping and withdrawing a class shall not affect specific minimum number of credits to be enrolled per term

8. Students who have outstanding balance in the system will not be able to check their grades or check study plan in the system as well as will not be able to add, drop, withdraw or enroll subjects in the system until the outstanding balance is settled.

9. The Student Records department, upon request of the Finance Department, will drop the course of the current block within the first week of the block, for students with an unjustified debt toward the University. Such students may not attend the course of that specific block. However, they will be able to join future courses once their debt is settled.

The University is pleased to assist any students who are facing difficulty and unexpected circumstance that cause a delay on the payment. Kindly contact to Strategy First Institute, Yangon.

Drop and Withdraw

Week 1

- Add a course **within a block**
- Drop a course **within a block**

Week 2

- Drop a course **within a block**

Refunded amount of your dropped subject will be credited in the system and shall be deducted from your balance of the following term

Week 3-4

- Withdraw a course **within a block**

Which will result in a grade of "W" (withdraw) on a transcript and a withdrawn subject will be none refundable

Week 5

- Late Withdrawal

Withdrawing a course during this time, may result in a grade of "F", unless in a case of emergency or illness and being approved by the DEAN

Cross Campus

Students are not allowed to register across campuses unless approved by Dean.

Term Leave

The degree program must be completed within 5 years. Student who wish to take a term leave from their study, must seek the Dean or his authorized representative's approval.

A term leave shall not be granted for more than 2 consecutive terms.

Remarks

•If a student take a term leave without notification, we will change their status to "Attrition". Once a student return (within 2 consecutive terms), we will change their status back into "Term Leave" and student must pay the student status maintenance fee according to the numbers of terms absence.

•If students leave their study without notification for more than 2 consecutive terms, their status will be changed to "Resigned". If students return, University may reserve the right to upgrade the program and fees of students.

Additional Fees

Fee Details - MBA Students	Amount (THB)
Application fee	1,000 upon admission
Term Leave	2,000 per term
Late Registration	300 per day
Late Examination	2000 per subject
Course Exemption / Credit Transfer	2000 per flat per assessment
Lost student ID replacement	300 per card
Emergency Document (3 hours service)	500 per instance
Graduation	8,500 on graduation
Thesis / IS Extension	2,000 per term

The Grading System

The University grading system is applicable to all classes in Graduate School, Stamford International University.

Level	Value of letter grade	Quality of Achievement
A	4.00	Excellent
B+	3.50	Very Good
B	3.00	Good
C+	2.50	Good but with some important weaknesses
C	2.00	Fair
F	0	Fail
W		Withdraw
Withdraw (W) Grade		

Withdraw (W) grade will be recorded when a student withdraws from a course. Classes dropped after the first two week of classes will also be assigned a grade of Withdraw (W). The Withdraw (W) grade will not be counted in the calculation of the students' GPA, thus, the student's GPA will not be affected.

GPA Calculation

The GPA is calculated as follows:

1. Multiply the point value of the letter grade (see scale above) by the number of credit hours. The result is the grade points (quality points) earned.

Subject	Credit Hours		Grade		Grade Points
MGN521	3 credits	x	A (4.0)	=	12.0
MKT548	3 credits	x	B (3.0)	=	9.0
ACC525	3 credits	x	B+ (3.5)	=	10.5
	<u>9 credit</u>				<u>31.5</u>

2. Then divide the total grade points (quality points) by the total credit hours. The result is the GPA for the term.

For example: $31.5/9 = 3.50$ GPA

Requirements for Graduation

GPA

Students need to finish/pass all 12 subjects & IS and have GPA 3 and above in order to graduate.

If lower than that, students need to register for additional credits of coursework in order to raise their GPA to the minimum 3.0 standard required for Graduation.

Comprehensive Final Examination

Students need to take Comprehensive Examination as the final step in the MBA in order to graduate. The exam instructions will be given to students one month before the exam.

It is a closed book, 3 hour long.

To take the Comprehensive Examination, students need to finish all core courses and have GPA 3 and above. Students can join the exam before/after the IS Defence Exam.

FAQ

What should I do if I lost my students I.D. card?

Any student who loses a student I.D. card has to quest for a new student I.D. at Registrar's Office. A 300 Baht fee will be charged for a new one. Students must show their student ID. Card to the proctor on final examination. If ID. Card is not available, the students must inform the Registrar's Office prior to the exam to get a temporary card. A fee of 20 Baht will be charged for the temporary card.

I would like to request a letter of confirmation from STIU and Transcripts, who should I contact?

A student can request letters of confirmation and Transcripts from the Registrar's Office (registrar.bkk@stamford.edu)

How do I check my grades?

A student's grades can be viewed online at reg.stamford.edu. If a student needs an official printed report, you have to request an official transcript at the Registrar's Office. Login details will be provided from accounts.stamford.edu. If you forget your password, please contact Registrar's Office.

How do I change my contact information?

It is important to keep your contact information up to date with the university. To update your address, contact number or e-mail address, please contact the Registrar's Office and Graduate School.

Can I miss more than 20 % of class attendance?

Students are required to attend all classes regularly. A minimum of 80% attendance is required in order to qualify to take the final examination. Any student who finds that he/she can no longer attend a class must officially withdraw in writing through the Office of the Registrar. Failure to withdraw officially may result in a grade of "F" for the course. In case of unavoidable absence, such as subpoena requirements, illness or death of a member of the family, all work missed must be satisfactorily made up and it is the responsibility of the student to arrange for this.

Who should I contact with questions/problems about Blackboard login, Wi-Fi login & Internet access?

A student can contact IT support staff on the 6th Floor, Building 2 (Tel: 02769-4000 ext. 4567), or by email at support@stamford.edu.

Who should I contact with questions/problems about class schedule and other academic affairs?

A student can contact Graduate School support at the Asoke Campus or by email at susandar.myint@stamford.edu. Please contact us using your University e-mail account (xxxx.xxxx-@stamford.edu) and also indicate your full name and student I.D. number.

How do I know where my class will be held?

Graduate School will also send class schedules to students by email. If you do not received it, please contact Graduate School Support. (susandar.myint@stamford.edu).

What should I do if I do not received email from Graduate School support?

Graduate School support will send students news, updates and information to your University e-mail account (xxxx.xxxx@stamford.edu) only. Thus, please check your University e-mail account frequently to ensure that you do not miss any important information and/or deadlines. If you still do not received it, please contact Graduate School Support.

What should I do if I will not be able to take the final exam when scheduled?

A student has to inform the lecturer and contact Graduate School support for the make-up exam arrangements. You will need to provide solid evidence/ proof as to why you were unable to attend the exam. A 2000 Baht non-refundable make-up final exam fee for each make-up final exam request will be charged.

What should I do if I fail the subject?

Please retake the subject and pay the tuition fee only for that subject.

What should I do if my GPA is below 3.0?

If a student does not attain a 3.0 GPA after meeting all other graduation requirements of the degree program, then a student is not eligible to graduate. In this case, a student may register for additional credits of coursework in order to raise your GPA to the minimum 3.0 standard.

What GPA is required to do the Independence Study?

Student needs to have a GPA 3.00 and above to officially start the IS.

What is the process of graduation?

Students who expect to complete the graduation requirements in the current semester must follow the process for graduation as described below:

1. A student must fill the Tentative Graduating form via BlackBoard
2. Pay the 8,500 Baht graduation fee

Outstanding balances must be settled and cleared with the university before your application for graduation will be processed.

Submission of the Tentative Graduating form and payment of the graduation fee by the deadline are prerequisites for participating in the commencement ceremony. Any changes along with documentation such as a certificate of name change, passport, birth certificate or marriage license must be submitted to the Registrar's Office by the deadline.

If I cannot attend the commencement ceremony, do I have to pay 8500 Baht for graduation fee?

Although students cannot attend the ceremony, a non-refundable of 8500 Baht graduation fee is required for all graduating students.

How can I get information about the commencement ceremony?

Commencement information is provided on the University Website as it becomes available.

Will I receive my degree certificate at the commencement ceremony?

Yes. You will get your degree certificate at the ceremony.

If I cannot attend the commencement ceremony, how can I get my degree certificate?

You can collect your degree certificate at Registrar's Office after the commencement ceremony. If you are abroad, you can contact them before you fly back to your country to mail your degree certificate to your provided address.

Please be informed that Graduate School will send you updates or information to your University e-mail account (name.surname@students.stamford.edu) only. Thus, please check your University e-mail account frequently to ensure that you do not miss any important information and/or deadlines.

Contact Information:

Stamford International University, Bangkok Campus

1st Floor Office, 16 Motorway Rd. (Km.2), Prawet, Bangkok, 10250, Thailand

Tel: (+66) 02-769-4000

Fax: (+66) 02-769-4098-99

Website: <http://www.stamford.edu>

Registrar's Office

Tel: (+66) 02-769-4000 ext: 2021, 2022, 2023

E-Mail: registrar.bkk@stamford.edu

Cashier

Tel: (+66) 02-769-4000 ext: 2017

Student Life's Office (1st Floor, Building 1 (Besides library))

Tel: (+66) 02-769-4000 ext: 2149, 2121, 2114, 2115, 2116, 2117, 2118, 2119

E-Mail: student-life@Stamford.edu

IT Department

Tel: (+66) 02-769-4000 ext: 2345

E-Mail: support@stamford.edu

Graduate School Support

Tel: (+66) 02-769-4000 ext. 4072

E-mail: susandar.myint@stamford.edu

Strategy First Institute, Yangon, Myanmar.

Email: masters@mystrategyfirst.com



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Business Information Technology Curriculum

Level 4 Diploma in Business Information Technology (First Year)

Level 5 Diploma in Business Information Technology (Second Year)



Awarding
Great British
Qualifications

NCC EDUCATION LEVEL 4 DIPLOMA IN BUSINESS INFORMATION TECHNOLOGY

Equivalent
to first year of
bachelor's degree
in the UK

**Level 4
(L4DBIT)**
Regulated
Qualifications
Framework (RQF)

Overview

The Level 4 Diploma in Business Information Technology is the first year of the NCC Education degree journey. The qualification is equivalent to the first year of a Business IT degree qualification in the UK university system.

Develop essential thinking and study skills in IT and Business through a balance of academic and vocational subjects. Students can contribute to the development of computer systems and networks, databases and websites in a business context, whilst also developing an awareness of business needs.

The programme will allow students to enter the IT and Business professions with the necessary knowledge expected within the industry and will be able to apply these skills to a range of IT-related functions.

Entry Requirements

For entry onto the L4DBIT course, students must have at least one of the following:

- NCC Education Level 3 International Foundation Diploma for Higher Education Studies (L3IFD)
OR
- NCC Education Level 3 Diploma in Computing (L3DC)
OR
- NCC Education Level 3 Diploma in Business (L3DB)
OR
- An international qualification which is deemed to be of a similar level to the NCC Education L3IFD. This shall be agreed with NCC Education in advance
OR
- One GCE 'A' Level or equivalent, or an appropriate School Leavers' certificate deemed to be of a similar level

Delivery Method

Face-to-face classes attended at an Accredited Partner Centre

Duration

Full-time: 1 year
Part-time: 2-3 years

120 Credits

Diploma completed full-time in one academic year

Assessment

Assessment through examination and coursework assignments

Registration Dates

Registration throughout the year
Intakes in November, February, May and August



if a potential student's first language is not English, they must also reach the English Language requirements of either:

- International English Language Testing System (IELTS) minimum score of 5.5
- OR
- A GCE 'O' Level English C6

Mature applicants will also be considered for entry if they are able to demonstrate over two years of relevant work experience and have a GCE 'O' Level / IGCSE English and Maths or equivalent

Qualification Structure

Eight core units

- Skills for Computing
- Computer Networks
- Computer Systems
- Designing and Developing a Website
- Databases
- eBusiness
- Essentials of Management
- Understanding Business Organisations

WHAT'S NEXT?

On successful completion of the qualification, students may progress onto the NCC Education Level 5 Diploma in Business Information Technology (L5DBIT), which is equivalent to the second year of a UK Bachelor's degree, transfer to a university or pursue a career in the IT industry.

Students who successfully complete L4DBIT can progress to the following universities in the UK and Australia:

1. CQ University Australia - Guaranteed
2. Glasgow Caledonian University
3. Leeds Beckett University
4. Middlesex University London

5. Nottingham Trent University
6. Southern Cross University
7. The University of Northampton
8. University of Greenwich
9. University of the West of England
10. University of Worcester

For more information please see our University Progression Booklet:

www.nccedu.com/become-a-student/university-progression/

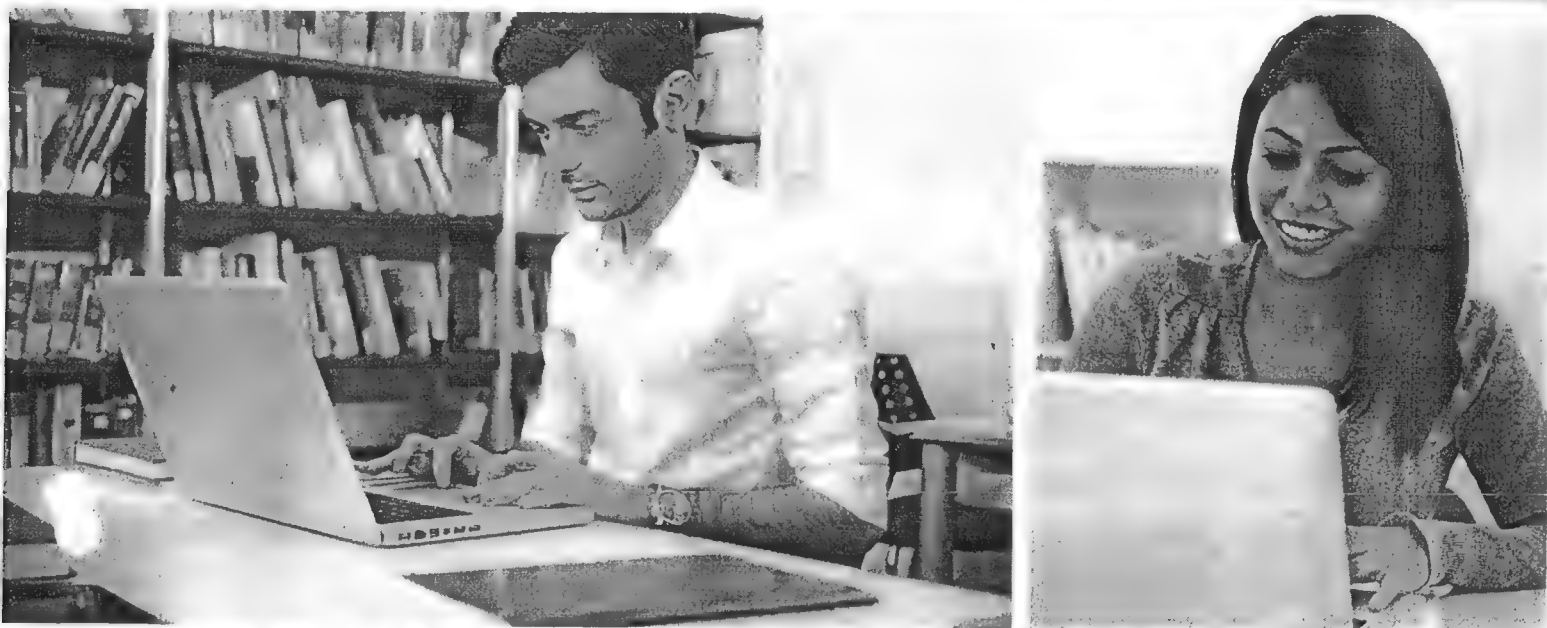


CONTACT US

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Wilmslow Road Didsbury
Manchester M20 2EZ
United Kingdom

admissions@nccedu.com
customer.service@nccedu.com

+44 (0) 161 438 6200



Level 5 Diploma in Business Information Technology (RQF) (L5DBIT)

Equivalent to Year 2 of a three year UK Honours degree

Overview

The NCC Education Level 5 Diploma in Business Information Technology (RQF) (L5DBIT) makes up the second year of the NCC Education degree journey and builds upon the knowledge gained during the NCC Education Level 4 Diploma in Business Information Technology (RQF) (L4DBIT). You will be introduced to more advanced topics in a range of areas including information systems analysis, database development and the principles of business operations.

You will study a balance of academic and vocational subjects in order to provide you with the necessary knowledge and skills required to play a significant role in IT and business organisations.

On successful completion of the qualification you will be able to complete the final year of a degree at one of the many universities that recognise NCC Education qualifications or pursue a career in the business and IT industry.

Entry Requirements

Entry requirements for the NCC Education L5DBIT qualification:

- NCC Education International Diploma in Computer Studies (IDCS)
- NCC Education Level 4 Diploma in Business Information Technology (RQF) (L4DBIT).
- OR
- NCC Education Level 4 Diploma in Computing (RQF) (L4DC)
- A local or international qualification which is deemed to be of a similar level to the NCC Education L5DBIT qualification. This must be agreed with NCC Education in advance.

If you are a potential candidate whose first language is not English, you will need to obtain a valid score of 5.5 or above in the International English Language Testing System (IELTS) examination or equivalent. Alternatively, take the free NCC Education Higher English Placement Test, which is administered by NCC Education centres

Qualification Structure

You must study the following eight core units:

- **Professional Issues in IT** – highlights the professional issues that impact on the development, deployment, maintenance and use of computer systems. This unit will equip you with the knowledge surrounding social, ethical and legal issues applicable to the IT field and also a working understanding of software quality.
- **Information Systems Analysis** – equips you with a range of tools in order to analyse the function and requirements of information systems, as well as the skills to compare systems analysis models and to examine them in the wider context of the Internet and the social, economic and political climate of an organisation.
- **Dynamic Websites** – builds on existing knowledge of both databases and web design in order to build dynamic websites and also equips you with a range of skills to present content on the World Wide Web.
- **Database Design and Development** – allows you to develop your skills in the design and development of databases and database management systems, as well as investigating enterprise applications of databases.
- **Business IT Project** – gives you the opportunity to gain practical experience in developing a system solution to an open-ended problem derived from the real world.
- **Information Systems and Organisations** – introduces you to the subject of information systems and technology in organisations, taking a broad perspective on how it can be managed effectively within the organisational context. You will be able to demonstrate an appreciation of the role of information systems in the modern organisation, including the management of social, cultural and political aspects that are important to the successful adoption of technology.
- **Principles of Business Operations** – is designed to help you appreciate and understand business operations in both the manufacturing and services sectors. The unit will cover the basic principles of operations within a global context from three key perspectives understanding operations, designing operations and managing operations.
- **Advanced Office Software** – provides you with the skills to develop advanced features of office software and to employ and adapt them to support business functions.

Assessments

Assessments for all units are offered in a number of assessment cycles throughout the year. All units are assessed by both examination and coursework assignments except for Information Systems and Organisations and Principles of Business Operations, which are assessed by examinations only.

Award Conditions

NCC Education's Level 5 Diploma in Business Information Technology (RQF) (L5DBIT) will be awarded when you have successfully passed all eight units. A unit is passed when an overall mark of 40% or more is achieved. You can resit units if you need to but this must be done within three years of your first assessment in the qualification.

Duration

The qualification is designed to be delivered over one academic year for full-time study but it is also flexible in its delivery in order to accommodate part-time learning.

Delivery Method

The qualification is taught face-to-face, through lectures, tutorials, seminars and laboratory sessions, by NCC Education centres.

Regulated

NCC Education is regulated by Ofqual (Office of the Qualifications and Examinations Regulator) to award the Level 5 Diploma in Business Information Technology (RQF) (L5DBIT) in England.

The official name on the certificate will be Level 5 Diploma in Business Information Technology (RQF).

Progression

The qualification allows candidates entry to NCC Education's final year top-up programmes in Business Information Technology (further entry requirements may apply), the third year of many UK university degree qualifications or enables candidates to pursue a career in the business and IT industry. For more information please visit www.nccedu.com

Learning Outcomes

On successful completion of the NCC Education Level 5 Diploma in Business Information Technology (RQF) (L5DBIT), you will have acquired a critical understanding of the established principles of computing and developed new skills relevant to the IT and business industries. You will have also gained a breadth of knowledge in IT and business, which will allow you to successfully implement your skills in further study or in a professional role within the IT and business professions.



Awarding Great British Qualifications

To learn more about NCC Education, its qualifications, articulations and partnerships please visit the NCC Education website.

www.nccedu.com

E: info@nccedu.com

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Your road to success

Level 6 Diploma in Business Management

Level 6 Diploma in Business Management and Human Resources

Level 6 Diploma in Business Management and Marketing



About ABE

Recognition

ABE qualifications are designated higher education qualifications. They are aligned to the Framework for Higher Education Qualifications (FHEQ) in England, Wales and Northern Ireland, and Quality Assurance Agency (QAA) Subject Benchmark Statements. These qualifications are part of the UK Regulated Qualifications Framework (RQF).

ABE is fully regulated by Ofqual, the British Government's qualifications regulator for England. In addition to Ofqual, we have agreements or recognition by regulatory authorities in many other countries where we operate – check our website for more details.

ABE diplomas

Our diplomas are management focused and blend common units with more specialist subject areas, enabling you to develop expertise in particular disciplines as well as a strong understanding of business management in general. They represent the latest in professional standards and provide opportunities for students to develop professional behaviours. Our focus on developing practical workplace skills alongside academic expertise, is a winning combination for ABE graduates.

ABE Diplomas are valued internationally because they are:

Professional	Our qualifications are designed to give you the knowledge and skills you need to excel in a managerial career.
Affordable	ABE is a not-for-profit organisation; as such we endeavour to keep costs to a minimum. Our fast track routes to degrees are often much less expensive than traditional routes.
Recognised	In addition to respected regulatory authorities, our qualifications are recognised by colleges, universities, employers and governments around the world.
Supported	As an ABE member, you can access a wealth of resources designed to support your studies, and enhance your learning experience. Each ABE unit has its own study guide and we support our colleges with a wealth of tuition resources to help them deliver teaching to an outstanding standard.
International	For more than 40 years, learners around the world have been benefitting from ABE qualifications.
Proven	Our alumni speak for themselves – see their testimonials on our website. They work in a diverse range of industries and organisations. Many are in top jobs or running their own successful enterprises.
Flexible	You can study full time or part time at a pace that suits you. All our diplomas provide expertise in business management and offer you the option of specialising in Marketing or Human Resources alongside this.
A great route to university	ABE's diplomas have credits which are accepted by universities around the world. Holders of ABE diplomas can fast track onto a degree course, meaning the cost of your education is dramatically reduced.



Why study with ABE

ABE has an outstanding history and an excellent global reputation. Our qualifications are designed to give you the best chance of achieving your full potential in your chosen career. There is a world of opportunity waiting for you, and ABE can help you seize that opportunity and succeed.

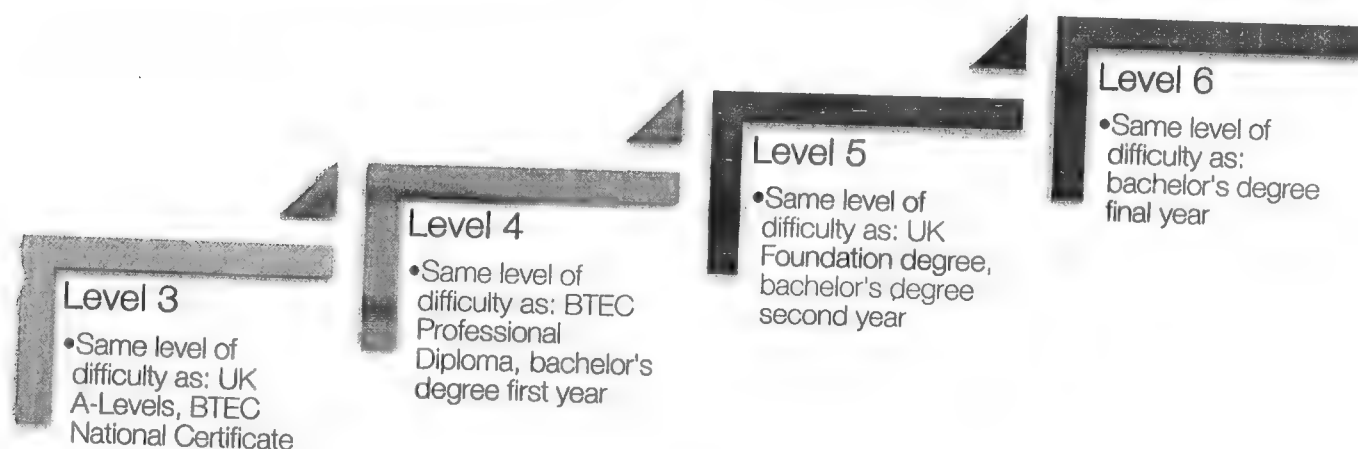
The content and format of our qualifications are the outcome of extensive research which explored the skills employees need to possess in order for businesses to succeed. When redeveloping the new qualifications in Business, we collaborated with a wide range of students, employers, higher education providers, colleges and subject experts to ensure that the new qualifications meet their needs and expectations. Our findings highlighted that organisations require staff with a set of strong core business skills that can be flexible and adapted to diverse environments.

This research, along with consultation with employers and subject experts, has provided the backdrop for ABE's outstanding portfolio. Our qualifications are designed to adapt and develop in line with the needs and demands of employers now and in the future.

Whether you dream of becoming an entrepreneur, getting a great job, being promoted to senior management, or if you are already in a leadership role and want to enhance your professional skill set, an ABE qualification will help you turn your plans into reality.

About your qualification

ABE is regulated by Ofqual which evaluates qualifications by difficulty level. Qualifications at the same level are broadly similar in the knowledge and depth of understanding required to pass them, but the size and the content of qualifications at the same Level can vary. The diagram below shows how the levels progress.





Pathways

ABE's framework of business management qualifications runs from Level 3, right through to Level 6. You can enter at Level 3 and progress all the way to Level 6, enabling you to accumulate the credits needed for a university top-up, or you can enter onto the framework at any point depending on your centre's professional and academic judgement– see our 'Entry guidance' section for more details.





Qualification titles and codes

ABE Level 6 Diploma in three pathways:

ABE Level 6 Diploma in Business Management (603/1600/7)

ABE Level 6 Diploma in Business Management and Human Resources (603/1600/8)

ABE Level 6 Diploma in Business Management and Marketing (603/1600/9)

Qualification purpose

The purpose of ABE's Level 6 Diplomas is to provide you with a critical understanding of businesses and the challenging environment in which they operate, enabling you to take a critical view of businesses and their context at a strategic level.

The Level 6 qualifications aim to prepare you for progression to a higher level of study through their coverage of strategic approaches to business and management, and their credit value of 120 credits make them an ideal springboard to a top-up degree, Masters programme, or MBA for example.

Specifically, you will cover business strategy and business ethics, as well as extending your knowledge of international business through a focus on developing international markets. The ABE Level 6 Diplomas will develop your leadership, strategic decision-making and change management skills, so they are ideal for those learners looking to progress into a senior management role.

The ABE Level 6 Diplomas also enable you to choose a specialism (which you may have already done at Level 4 and Level 5) in Business Management, Human Resources or Marketing, enabling you to study these areas in more depth.

At Level 6, the Business Management programme will allow you to focus on two of three areas: strategic stakeholder engagement, corporate finance or advanced project management. All three areas complement the core business management subjects you will study and will further develop your senior management skills and competencies.

At Level 6, the Human Resources programme will allow you to focus on two of three areas: strategic HRM, organisational design and performance, or contemporary developments in HRM. Again, all of these areas complement the core business management subjects you will study, enabling you to develop your specialist HR management skills, knowledge and competencies.

Finally, at Level 6, the Marketing programme will allow you to focus on two of three areas: strategic marketing, strategic marketing relationships or digital marketing strategy. As with the other specialist routes, these areas complement the core business management units you will study, enabling you to develop your skills, knowledge and competencies in strategic marketing.



Qualification objectives

The objectives of the ABE Level 6 qualifications in Business are as follows:

- To equip learners with business skills, knowledge and the understanding necessary to achieve high performance in the global business environment.
- To provide education and training for a range of careers in business, including management, human resources and marketing.
- To provide insight and understanding into international business operations and the opportunities and challenges presented by a globalised market place.
- To equip learners with knowledge and understanding of culturally diverse organisations, cross-cultural issues, diversity and values.
- To provide opportunities for learners to enter or progress in employment in business, or progress to higher education qualifications.
- To provide opportunities for learners to develop the skills, techniques and personal attributes essential for successful working lives.
- To provide opportunities for those learners with a global outlook to aspire to international career pathways.
- To provide opportunities for learners to achieve a nationally-recognised professional qualification.
- To offer learners the chance of career progression in their chosen field.
- To allow flexibility of study and to meet local or specialist needs.

Who It is for

The ABE Level 6 Diplomas are for learners who are capable of reaching the standards required to study at Level 6 (please see our 'Entry guidance' section for more details).

More specifically, the qualification is for those who may already be in a middle management role and are looking to develop their strategic level knowledge, skills and competencies to prepare for progression into a senior management role.

Alternatively, this qualification is also ideal for learners progressing from a lower level qualification and who wish to progress to a top-up degree, MBA or Masters programme.



Entry guidance

There are no formal entry requirements to study ABE Level 6 Diplomas; however, the centre should ensure that you have a reasonable expectation of success on the programme by assessing your previous qualifications and/or related work experience.

Hence, it is the centre's responsibility to use their professional and academic judgement when assisting you in making the decision at which level you should enter the ABE programmes.

In order to successfully study for an ABE qualification, you should have an appropriate level of English Language skills (reading, writing, speaking and listening). For the ABE Level 6 Diplomas, ABE recommends the following standards are met:

- IELTS – 6
- Cambridge ESOL – Cambridge English Advanced (point score 176 or above)
- Pearson Test of English Academic (PTE Academic) – 61-67
- Common European Framework of Reference (CEFR) – B2-C1

Centres can use other English language tests as a measure of a learner's English language skills, but the centre must be satisfied that the score is equivalent to those recommended above.



Structure

ABE Level 6 Diploma in Business Management

ABE Level 6 Diploma in Business Management and Human Resources

ABE Level 6 Diploma in Business Management and Marketing

Each of the ABE Level 6 Diplomas consists of six mandatory units. The first four units are the core units and you must choose two of the three suggested optional units from your chosen specialism (Business Management, Human Resources, or Marketing). You must complete all six mandatory units and achieve a minimum of a Pass in all units in order to be awarded the qualification.

The Total Qualification Time (TQT) for the ABE Level 6 Diplomas is 1200 hours.

Each of the ABE Level 6 Diplomas is worth 120 credits.

ABE Level 6 Diploma in Business Management

	ABE Unit Code	Unit Title	Level	GL H	TQT	Credits	Assessment Method
Core Mandatory	6ULSC	Leading Strategic Change	6	50	200	20	Assignment
Core Mandatory	6UBSD	Business Strategy and Decision-making	6	50	200	20	Examination
Core Mandatory	6UDIM	Developing International Markets	6	50	200	20	Examination
Core Mandatory	6UBES	Business Ethics and Sustainability	6	50	200	20	Examination
Optional	6USSR	Strategic Stakeholder Relationships	6	50	200	20	Assignment
Optional	6UCF	Corporate Finance	6	50	200	20	Assignment
Optional	6UAPM	Advanced Project Management	6	50	200	20	Assignment



ABE Level 6 Diploma in Human Resource Management and Human Resources

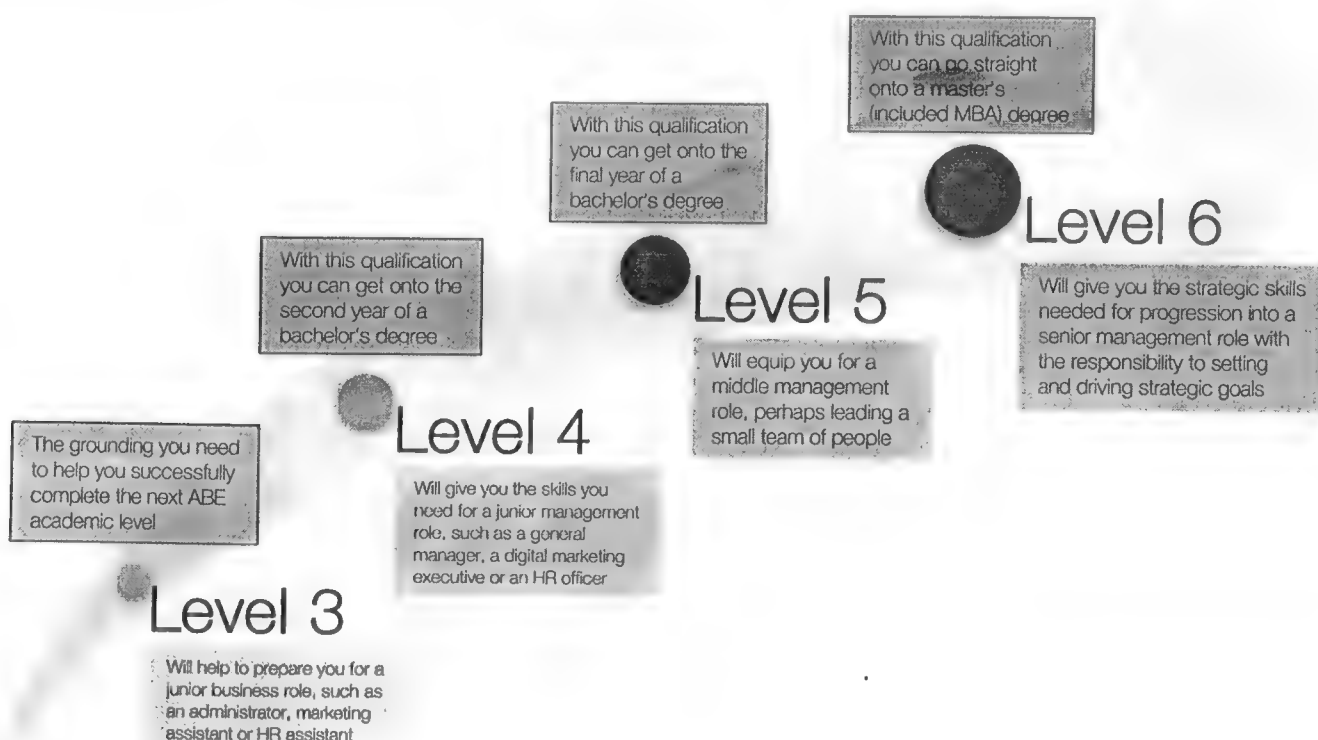
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Core Mandatory	6ULSC	Leading Strategic Change	6	50	200	20	Assignment
Core Mandatory	6UBSD	Business Strategy and Decision-making	6	50	200	20	Examination
Core Mandatory	6UDIM	Developing International Markets	6	50	200	20	Examination
Core Mandatory	6UBES	Business Ethics and Sustainability	6	50	200	20	Examination
Optional	6USHR	Strategic HRM	6	50	200	20	Assignment
Optional	6UODD	Organisational Design, Development and Performance	6	50	200	20	Assignment
Optional	6UGHR	Contemporary Developments in Global HRM	6	50	200	20	Assignment

ABE Level 6 Diploma in Business Management and Marketing

	ABE Unit Code	Unit Title	Level	GLH	TOT	Credits	Assessment Method
Core Mandatory	6ULSC	Leading Strategic Change	6	50	200	20	Assignment
Core Mandatory	6UBSD	Business Strategy and Decision-making	6	50	200	20	Examination
Core Mandatory	6UDIM	Developing International Markets	6	50	200	20	Examination
Core Mandatory	6UBES	Business Ethics and Sustainability	6	50	200	20	Examination
Optional	6USM	Strategic Marketing	6	50	200	20	Assignment
Optional	6USMR	Strategy Marketing Relationships	6	50	200	20	Assignment
Optional	6UDMS	Digital Marketing Strategy	6	50	200	20	Assignment



Progression



ABE's qualifications have been designed with progression in mind and after completing one of our qualifications, you can progress to employment or to a higher level of study.

ABE offers you a full framework of qualifications that have been designed for you to be able to progress right from Level 3 all the way up to Level 6. Each qualification builds from the one before, taking you from introductory units through to strategic ones.

ABE allows you to progress from one level to the next with one trailing unit. You must ensure to fully complete the initial level in order to be awarded the next level. Should the higher level be completed first, ABE will withhold the certificates until the initial level is achieved.

The ABE Level 6 Diplomas are each worth 120 credits, making them ideal for progression to higher education (e.g. a top-up degree, master's programme, or MBA). You can also take advantage of one of our university partnerships (see website for more details on progression arrangement and exemptions).



QAA benchmarking

One of the key design principles of ABE's new qualifications is to enable progression to higher education university programmes. As well as ensuring that each qualification level offers the appropriate credit values for progression, we have also benchmarked the qualifications against the QAA Framework. The QAA Framework applies to all degree-awarding organisations, such as universities, in England, Wales, Northern Ireland and Scotland. The framework describes the achievement represented by higher education qualifications.

The purpose of benchmarking ABE's qualifications to the QAA Framework is to show how well ABE's qualifications map to those qualifications offered at degree-awarding organisations and should support those wishing to progress to a degree programme.

In addition to this, the mapping also clearly shows which of the business management skills, generic skills and attributes expected to be covered in degree programmes are also covered in ABE's qualifications, highlighting the relevant workplace skills and competencies that you will develop through studying an ABE qualification.

Please see Appendix A for the mapping detail.

Credits and Learning Hours

Total Qualification Time

As part of its Ofqual regulation, ABE allocates a Total Qualification Time (TQT) to each of its qualifications. TQT is the estimated total number of hours that learners will need in order to complete and achieve the qualification.

Examples of activities which can contribute to Total Qualification Time include:

- Guided Learning
- Independent and unsupervised research/learning
- Unsupervised compilation of a portfolio of work experience
- Unsupervised e-learning
- Unsupervised e-assessment
- Unsupervised coursework
- Watching a pre-recorded podcast or webinar
- Unsupervised work-based learning.

Within the TQT value of each qualification, we also define the Guided Learning Hours (GLH). The GLH is the estimated total number of hours for centres to deliver a qualification to their learners. The GLH covers any activities completed under direct instruction or supervision of a lecturer/teacher/tutor etc. For example, classroom learning supervised by a teacher, live webinar or telephone tutorial, e-learning supervised by a teacher in 'real time' and all forms of assessment which take place under the immediate guidance or supervision of a lecturer/teacher/tutor.

Credits

ABE's qualifications also have credits assigned to them. When you achieve a qualification with credits, you can use these credits towards progression to another qualification.

The ABE Level 6 Diplomas are worth 120 credits each.



Modes of study

To study for an ABE qualification, you should be registered with an ABE Accredited Centre. For more information on finding an accredited centre, please see the ABE website.

When studying for your ABE qualification, you will most likely learn both with supervision from tutors at your centre and through your own self-study time.

Your centre is responsible for teaching ABE qualifications and they will likely use a range of delivery methods. For example, they might use:

- Classroom delivery (face to face taught time)
- Mentoring and coaching from tutors or external employers
- E-learning
- Formative assessment
- Live webinars
- Assessment support for assignment writing and revision sessions

Note: The list above is indicative – to find out more about how you will be taught, you should contact your centre.

Suggested reading and resources for the qualification

For each unit in the ABE Level 6 Diplomas, ABE will provide the following learning materials:

- A Study Guide in PDF format available on the ABE Portal. This Study Guide is aimed at learners and will expand on the Unit Syllabus, including case studies and examples, activities, and a glossary of terms.
- Tutor Resource Packs for Centres. These will contain session plans, presentations, activities and wider resources available for each unit
- A Recommended Reading List, including online resources, available on the ABE Portal.

Assessment

ABE's assessments are specifically designed to fit the purpose and objective of the qualification. The ABE Level 6 Diplomas are assessed by a combination of examinations and assignments, both externally set by ABE. You can find out how each unit is assessed by checking the Unit Specification in this document, or the qualification tables above.

At Level 6, each examination will be two hours long and there will be two examination sessions per year. The examination will consist of three sections: two of which will be made up of short answer questions and one section consisting of long answer/essay-based questions. For more details on the examination format, please see the Sample Assessment Materials available on the ABE Portal.

Assignments will be set by ABE in the format of an assignment brief. Sometimes a scenario and/or templates may be provided as well. At Level 6, assignments will have a word count of 3500. For more details on the assignment format, please see the Sample Assessment Materials available on the ABE Portal.

There will be four opportunities a year for assignments to be submitted by learners. All assignments will be submitted by centres to ABE for marking. Results will be released by ABE on your portal.

Centres can find more information about submitting assignments in the ABE Assessment Handbook document available on the ABE Portal.



Grading

In order to achieve an ABE qualification, you must demonstrate sufficient depth of study and acquisition of knowledge and skills expected for the qualification. You will need to demonstrate your achievement through the assessments set by ABE. On completion of your ABE qualification, you will be awarded an overall qualification grade based on your performance across all of your unit assessments.

The following qualification grades are available:

Grade
Fail
Pass
Merit
Distinction

Units will be assessed using the following grading scale:

Grade	Boundary
Fail	0 – 39
Pass	40 – 54
Merit	55 – 69
Distinction	70 – 100

Calculation of the qualification grade:

The overall qualification grade will be calculated based on learner performance at unit level. Each unit carries a maximum of 100 points. The calculation of the overall qualification grade is based on the learner's performance in all units to the value of 120 credits. All units in the qualification must be attempted and contribute to your final grade. A minimum of Pass is required for all units in order to complete the qualification.

Grade	Point Boundary
Fail	0 – 239
Pass	240 – 329
Merit	330 – 419
Distinction	420 – 600



Grade descriptors

The table below details the grade descriptors that will be used to make judgements on grade boundaries. These descriptors will also help you to understand what we expect to see in order to achieve each grade.

Level 6

0-39 (Fail)	40-54 (Pass)	55-69 (Merit-Pass)	70-100 (Distinction)
<i>Knowledge and understanding of the subject matter including underpinning theoretical concepts</i>			
Lack of, limited or incomplete knowledge and understanding of the subject matter and underpinning concepts and theories, including their relevance; lack of ability to apply concepts to a relevant context.	Adequate knowledge and understanding of most key areas of the subject matter and basic use of their underpinning concepts and theories; sometimes able to apply to a relevant context.	Sound knowledge and understanding of the subject matter and in the appropriate use of concepts and theories; understands how to apply them to a relevant context.	Extensive knowledge and understanding of the subject matter and in the appropriate use of related concepts and theories, including in-depth understanding and application to a relevant context.
<i>Awareness of relevant ethical, social, legal, regulatory and other local issues of relevance</i>			
Lack of awareness of relevant ethical, social, legal, regulatory and local issues.	Adequate awareness of relevant ethical, social, legal, regulatory and local issues.	Clear recognition of relevant ethical, social, legal, regulatory and local issues.	In-depth recognition of relevant ethical, social, legal, regulatory and local issues.
<i>Professionalism – business acumen, innovation and professional practice</i>			
Lack of or limited awareness of business acumen, innovation and consideration of relevant professional practice.	Adequate awareness of business acumen, innovation and consideration of relevant professional practice.	Sound awareness of business acumen, innovation and consideration of relevant professional practice.	Clear evidence of awareness of business acumen, innovation and consideration of relevant professional practice.
<i>Investigating and solving problems using different methods including data gathering and use of literature</i>			
Lack of or limited use of information gathering, investigation and problem-solving methods; limited use of data and of relevant literature.	Adequate use of information gathering, investigation and problem-solving methods; some use of data and of relevant literature.	Sound use of a range of information gathering, investigation and problem-solving methods; good use of data and relevant literature.	Clear, consistent and appropriate use of a wide range of information gathering, investigation and problem-solving methods; use of data and relevant literature throughout.



0-39 (Fail)

40-54 (Pass)

54-69 (Merit Pass)

70-100 (Distinction)

Critical evaluation, analysis and independent thinking

Lack of or limited evidence of evaluation, analysis and independent thinking; conclusions are unsupported or lacking; content is highly descriptive.

Adequate level of evaluation, analysis and independent thinking, although some content is descriptive; conclusions are generally made but often lack support.

Sound evidence of evaluation, analysis and independent thinking, points made are generally explored and supported; conclusions made where appropriate and are supported.

Clear and consistent evidence of evaluation, analysis and independent thinking, points made are appropriately detailed and supported; conclusions are consistently made, clear, relevant and justified.

Professional communication

Poor or inappropriate standard of communication and editing, lacking in relevant examples; limited consideration of the audience; inappropriate choice of media and format; poorly referenced.

Adequate standard of communication and editing, generally using in relevant examples where appropriate; some consideration of the audience; some appreciation of the choice of media and format; referencing is generally adequate but inconsistent.

Good standard of communication and editing, using in relevant examples where appropriate; consistent consideration of the audience; sound appreciation of the choice of media and format; work is accurately referenced throughout.

Outstanding communication and editing, using highly relevant and topical examples where appropriate; clear and consistent consideration of the audience; thorough appreciation of the choice of media and format; high quality referencing throughout.

Results issue

Your assessment results will be published by ABE after each assessment session. ABE will announce the specific results release date in advance of the assessment session.



Unit Specifications

In the second section of this document, you will find the Unit Specification for each unit included in the ABE Level 6 Diplomas.

The Unit Specification contains all the information you need about a particular Unit, including the Credit value, Guided Learning Hours and the Unit Syllabus details. You should use the Unit Specifications to see what you will be expected to learn and what you will be expected to demonstrate in your assessments.

Here are some key terms to help you read and use the Unit Specifications:

Qualification	The qualification is the outcome of your studies and assessment, and represents your achievement.
Unit	A unit is a component of the overall qualification, focusing on a particular topic or area of study relevant to the qualification. Some units may be mandatory, and some may be optional so be sure to check before starting your studies.
Total Qualification Time (TQT)	TQT is the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification.
Guided Learning Hours (GLH)	GLH is an element of the TQT and is an estimate of the number of hours during which the learner is given specific guidance by their tutor towards the achievement of the qualification, for example: face to face teaching, e-learning, mentoring etc.
Element	An element represents a segment of learning within the unit. Each individual element has its own rationale and content.
Learning outcomes	The learning outcome lays down the expectations of the learner and defines the knowledge, understanding and/or skills they will acquire on completion of the Unit.
Assessment criteria	The assessment criteria define what a learner must know, understand or be able to do, proving that they can achieve the Learning Outcome.
Indicative content	The indicative content is the scope of knowledge required in order to fulfil the assessment requirements and achieve the learning outcome; it also outlines the technical components of the programme.
Weighting	The way in which a section of the content is emphasised in terms of teaching, learner effort, and emphasis in assessment.



Leading Strategic Change

Unit Type: Mandatory

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

This unit focuses upon the leadership principles required to lead an organisation and its stakeholders through strategic change. It explores key leadership models and methodologies and how these can be applied by leaders within organisations. Understanding how these principles support an organisation's current vision, values and strategic direction is an important aspect covered by this unit.

The unit then considers strategic organisational change, firstly by examining an organisation's current position in its market and environment, and then by considering drivers for organisational change and the impact of these changes. Strategic change may be a result of an organisation's decisions around its strategic direction; it might decide to focus on growth and expansion, for example. Strategic change may also be a result of changes in its business environment, for example opportunities to utilise the use of technology so that it can take advantage of innovations in that area. Strategic change can be a vehicle by which an organisation gains advantage over its competitors, through its products or services. It may use strategic change to exploit an opportunity or 'gap' in the market.

Strategic change can also be driven by internal business drivers, for example the need to improve profitability. All strategic change needs to be planned, managed, and in particular led, so this unit also explores the value of leading and influencing people through an effective change process.

Strategic change impacts on stakeholders, so this unit helps you identify and analyse organisational stakeholders and evaluates models and methodologies for engaging and collaborating with these stakeholders about the strategic change.

Finally, the unit considers the leadership skills required for leading strategic change, with a focus on the 'softer', interpersonal skills which can be particularly valuable in this process. It also explores opportunities for developing these skills and concludes by asking you to explore your own current skills in this area and to prepare and present a personal leadership development plan.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Critically analyse leadership principles that support an organisation's vision, values and strategic direction (Weighting 25%)	1.1 Analyse the role of the strategic leader in the creation of the organisation's vision, mission and values 1.2 Analyse the leader's role in communicating the organisation's vision, mission and values to others 1.3 Critically discuss leadership principles that help in the creation, communication and embedding of the organisation's vision, mission and values
2. Critically assess the drivers for, and assess the impact of change for an organisation (Weighting 25%)	2.1 Discuss the organisation's position in the sector and market in which it operates 2.2 Evaluate opportunities for change that supports the organisation's objectives 2.3 Analyse the expected impact of the change on organisational objectives 2.4 Critically review models for the leadership of change
3. Critically analyse how to plan and lead the change process for an organisation (Weighting 25%)	3.1 Develop a plan to implement and monitor the change process 3.2 Critically analyse how individuals within the organisation will be supported throughout the change process 3.3 Evaluate organisational stakeholders and their expectations of an organisation's change process 3.4 Evaluate methods of meeting stakeholder expectations or requirements
4. Evaluate the skills required to lead strategic change (Weighting 25%)	4.1 Critically discuss the skills required to lead strategic change within an organisation 4.2 Justify a personal development plan to support the development of leadership skills to lead strategic change



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Strategic leadership principles	<p>Understanding key leadership models and methodologies and how they are applied by leaders</p> <p>Recognition of leadership as being central to the creation and acceptance of an organisation's vision, mission and values</p> <p><i>Approaches to strategic leadership, communication, role model, professionalism</i></p>
Element 2 - Leading and influencing strategic change	<p>Ability to identify and discuss the drivers for and impact of organisational change</p> <p>Awareness of the value of leading and influencing others through an effective change management plan and process</p> <p><i>Change management, planning, leadership, influencing others, impact analysis</i></p>
Element 3 - Engaging and collaborating with stakeholders	<p>Ability to identify organisational stakeholders and analyse their expectations and requirements from organisational change</p> <p>Ability to evaluate models and methods for engagement and collaboration with stakeholders</p> <p>Ability to create a plan to implement and monitor a change process</p> <p><i>Stakeholder analysis, leadership, change management, application of models and approaches, planning and implementation</i></p>
Element 4 - Developing strategic leadership skills	<p>Ability to recognise the need for strategic leadership skills and their value in leading strategic change.</p> <p>Ability to evaluate current personal leadership skills and prepare a development plan in this area</p> <p><i>Strategic leadership, leading change, self-reflection and self-evaluation, self-development, gap analysis</i></p>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You should take into account the following when preparing for your assessment:

- Statements of organisational direction, i.e. vision and values statements, mission statements, objectives, behavioural frameworks
- Any current local political/legal issues that may impact on an organisation and drive strategic change
- Any current local social/environment issues that may impact on an organisation and drive strategic change
- Any current local technological issues that may impact on an organisation and drive strategic change
- Any current economic issues that may impact on an organisation and drive strategic change



Indicative Content

1. Critically analyse leadership principles that support an organisation's vision, values and strategic direction (Weighting 25%)

1.1 Analyse the role of the strategic leader in the creation of the organisation's vision, mission and values

- Organisational vision, mission and values statements
- Organisational purpose, goals and objectives
- Strategic direction-e.g. growth, re-positioning, renewal or survival
- Leadership for difficult times i.e. Carter's 'Audacious leadership' (2009) (resilient and sustainable)

1.2 Analyse the leader's role in communicating the organisation's vision, mission and values to others

- Gardner's 7Rs (2004) of changing minds model
- Building trust as a leader
- Leadership messages i.e. Baldoni's Four traits model (2003) (significance, values, consistency and cadence) and Four Is model (invite, inform, involve, ignite)
- Effective communication of vision and values (Kotter 1996)

1.3 Critically discuss leadership principles that help in the creation, communication and embedding of the organisation's vision, mission and values

- Authentic leadership i.e. Goffee and Jones' 3 stage model (2005) I (know yourself/others/organisation)
- Leadership behaviours that inspire followers e.g. Covey's 13 behaviours framework (2009)
- Examples of successful leaders from public/political roles. Evaluation approaches for assessing success
- The role of leadership style, energy levels and personality. Evaluation approaches for assessing effectiveness
- Ethical leadership i.e. Henry's 'Roadblocks' to ethical leadership behaviours and ethical leadership as a strategic issue model (2009)
- Value based leadership i.e. Barrett's Seven levels of leadership model

2. Critically assess the drivers for, and assess the impact of change for an organisation (Weighting 25%)

2.1 Discuss the organisation's position in the sector and market in which it operates

- Organisational data e.g. turnover, profit
- Market/sector data from government sources; professional bodies or trade association data on market size/trends etc.
- Organisational marketing plans
- Environmental analysis tools e.g. PESTLE
- Competitive analysis tools e.g. Porter's Five Forces model (2008)

2.2 Evaluate opportunities for change that supports the organisation's objectives

- Organisational objectives, strategies, plans
- An opportunity for organisational change relating from an external driver or an opportunity for change resulting from an internal driver
- Market, customer, supplier, staff, survey data, both from primary and secondary data collection
- Reasons for change i.e. contemporary issues, reasons
- How organisational 'pain' drives change e.g. Connor's Problem/Opportunity matrix (1993)

2.3 Analyse the expected impact of the change on organisational objectives



- Impact analysis of the effect of the change on the organisation and the achievement of organisational objects e.g. time, cost, quality
- Impact analysis of the effect of the change on individuals and teams within the organisation e.g. satisfaction, motivation, conflict
- Change impact analysis i.e. Balogun et al, Change Kaleidoscope model (2008)
- Organisational readiness and resilience
- Impact of change on organisational culture i.e. Johnson and Scholes Cultural web model (2008)

2.4 Critically review models for the leadership of change

- Identifying the key stages of a change process i.e. Lewin's Unfreezing/Transition/Refreezing model or Force Field Analysis model (1947)
- Understanding the components of a change process i.e. Beckhard, Harris and Pritchard's Change Equation formula (1987)
- The importance of planning and communicating the change process; who needs to be involved
- Example change communication plans detailing how the change process is going to be communicated, what key messages, to which stakeholders and via which communication channels

3. Critically analyse how to plan and lead the change process for an organisation (Weighting 25%)

3.1 Develop a plan to implement and monitor the change process

- The sequence of planning and implementing change e.g. Kotter's Eight Stage Change Process framework (1996)
- Typical (SMART) change plans with objectives, timelines, measures, critical success factors, roles, responsibilities and resources required
- Continuous improvement cycle e.g. Demings's PDCA (Plan, Do, Check, Act) framework
- Methods and approaches of monitoring, reviewing and evaluating the change process

3.2 Critically analyse how individuals within the organisation will be supported throughout the change process

- Understanding the politics of a change process e.g. Strebels's Politics of Change matrix (1997)
- Recognising the causes of resistance to change from individuals within the change process
- Dealing with resistance to change i.e. Connors Five Stage Transformation Curve model (1993)
- Organisational support mechanisms i.e. human resource management: training, coaching, mentoring, performance management, counselling, redeployment

3.3 Evaluate organisational stakeholders and their expectations of an organisation's change process

- Classification of organisational stakeholder e.g. primary and secondary
- Stakeholder analysis e.g. Mendelow's Power and Interest Matrix (1991)
- Channels for identifying stakeholder requirements: meetings, surveys, social media, feedback, complaints
- Data gathering and analysis of stakeholder expectations e.g. disruption, service quality, delays, cost, improvements, savings, shareholder value etc.

3.4 Evaluate methods of meeting stakeholder expectations or requirements

- Impact analysis of organisational change on stakeholders: positive, neutral, negative impact
- Methods to ensure stakeholder expectations or requirements are met during/at completion of the change process: communication plans, briefings, training etc.
- Evaluation of communication methods: influence, persuasion, direction, gaining commitment
- Methods for monitoring and reviewing stakeholder if expectations or requirements were met during/at completion of the change process: meetings, surveys, focus groups, quality circles etc.

4. Evaluate the skills required to lead strategic change (Weighting 25%)

4.1 Critically discuss the skills required to lead strategic change within an organisation



- Organisational strategic direction statements: vision, mission, values, objectives, plans etc.
- Organisational analysis e.g. SWOT, PESTLE, Five Forces, Force Field Analysis models and frameworks as tools to help identify current and future leadership skill requirements
- Leadership skills, behaviours, competency frameworks
- Change management skills, behaviours, competency frameworks
- Strategic leadership styles i.e. Thompson and Martin's Six Strategic Leadership Style model (2005) or Bennis's Transformative Leader competency model (1985)
- Outcomes from organisational performance reviews, 360-degree feedback, psychometric testing, feedback from internal and external stakeholders
- Longer term development goals i.e. Schein's Career Anchors model (2002)

4.2 Justify a personal development plan to support the development of leadership skills to lead strategic change

- Summary of development opportunities e.g. personal SWOT Analysis to identify personal strengths, preferences, weaknesses, opportunity for development, threats and risks to leadership development
- Career planning frameworks e.g. Pedler et al, Career pipeline model
- Organisational, team, personal objectives
- Objective based personal development plan e.g. SMART (specific, measurable, agreed, relevant, timebound)
- Other development planning tools i.e. development logs
- Review and evaluation of the personal development plan e.g. Kirkpatrick's 4 stage framework (1994)



Business Strategy and Decision-making

Unit Type: Mandatory

Level: 6

Credits: 20

GLH: 50

Assessment Method: Examination

Strategy has sometimes been considered as the overall 'direction and scope' an organisation takes in pursuit of its goal to achieve competitive advantage. The complex and ambiguous nature of strategic development in most organisations determines a process of analysis of environmental, market predictions and organisational capability, leading to strategic option evaluation. The predicted outcomes of these will form the basis for strategic decision-making, impacting the future of the whole organisation. Anticipated results, presented with the best possible likelihood of achievement, must be justified as beneficial to the business in terms of its overall sustainability. Decision-making for strategy selection will be determined as much by the nature, leadership and culture of the organisation as well as the markets in which it operates.

This unit focuses upon the structure, process and scope of developing and evaluating appropriate business strategies in varied market and organisational contexts. The unit recognises the challenges to strategy and decision makers in the current business environments, taking into account the dynamic and contemporary issues driving strategic thinking in many organisations in pursuit of competitive advantage.

The overarching nature of strategy and decision-making in business organisations inevitably means that there are some areas of commonality between this unit and those in the rest of the programme. For example, there is a close link with Leading Strategic Change. Whilst this is beneficial as it gives a holistic view of strategic development, you should take care to note that the focus for each unit differs – thus, although you are expected to understand the principles of effecting business strategy and impact on the organisation, this unit Business Strategy and Decision-making concentrates on the process and selection of the strategy rather than its execution.

Critical thinking and analysis will be central to this unit and you will apply tools and techniques (some of which will be familiar and prerequisites in other modules), to build a range of options for both market and organisational development. Modelling and scenario building skills will be developed to support strategic decision-making, laying the foundations for strategic implementation.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will...</i>	Assessment Criteria <i>The learner can...</i>
1. Critically evaluate strategic concepts and different approaches to strategy in diverse and contemporary challenging business contexts (Weighting 25%)	1.1 Critically discuss the concept of strategy in business contexts 1.2 Demonstrate understanding of strategic thinking and formation in different business sectors and structures 1.3 Evaluate approaches to strategic development in different contexts and circumstances
2. Critically assess organisational capability to respond to changes and developments in the business environment (Weighting 25%)	2.1 Interpret relevant changes and developments in specified industry sectors and business structures 2.2 Critically discuss current issues that could affect strategic development for a specified sector 2.3 Evaluate the basis of strategic capability and nature of competitive advantage through the internal structures and operations of the business 2.4 Evaluate strategic capability in a specified business environment
3. Critically evaluate an appropriate range of development options on which to base business strategy (Weighting 25%)	3.1 Assess the appropriateness of current bases of organisational purpose and generic strategies 3.2 Critically review directional strategy frameworks for organisational development 3.3 Evaluate alternative approaches and methods for implementation of a business strategy 3.4 Apply a range of models to generate justifiable strategic options that will facilitate strategic decision-making in a given organisational situation 3.5 Evaluate appropriate different scenarios for successful strategic development
4. Apply techniques to support recommendations for strategic decision-making in different contexts (Weighting 25%)	4.1 Examine approaches to strategic management in different contexts 4.2 Apply decision-making techniques and tools 4.3 Evaluate identified options against specified criteria using decision-making techniques 4.4 Make recommendations for strategic development in a specified business and organisational context



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Strategic concepts in contemporary business organisations	Ability to adopt a critical approach to concepts of strategy and strategic thinking in their application to a business organisation Ability to assess whether a particular approach to strategic development is appropriate for different contexts and situations <i>Critical thinking, strategic thinking, strategic development, decision-making</i>
Element 2 - Strategic capability in context	Ability to assess organisational strategic capability for future proofing and response to changes in the business environment <i>Assessing capabilities, analysis, future proofing, decision-making, leadership, planning, change management, flexibility, commercial awareness, competitor awareness</i>
Element 3 - Strategic formation: option development in a business context	Ability to develop a range of options based on strategic capability, cognisant of the nature, aims, direction of the organisation and potential approach and methods of implementation <i>Options development and evaluation, strategic decision-making, analysis, organisational development</i>
Element 4 - Strategic decision-making	Ability to conceptualise decision-making in different contexts Ability to apply models, forecasting techniques and scenario-building approaches Ability to evaluate options to assist in strategic decision-making in context <i>Problem solving, critical thinking, teamwork, communications, analysis, forecasting, scenario building, strategic decision-making</i>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You should take into account the following when preparing for your assessment:

- The nature, structure, size, ownership of business and markets in the local, regional and global contexts
- Dynamics of changing business environments and markets and the key contributing factors affecting strategic choice within the local, regional and global contexts
- Culture, ethics and approaches to organisational decision-making in the local context



Indicative Content

1. Critically evaluate strategic concepts and different approaches to strategy in diverse and contemporary challenging business contexts (Weighting 25%)

1.1 Critically discuss the concept of strategy in business contexts

- Definitions and characteristics of strategy: long term, holistic, complex, ambiguous, strategic fit
- The vocabulary and meaning of strategy, notion of 'C' or Sea Change (see glossary of terms)
- Business contexts: SME, corporate and global organisations; business sectors: primary (extractive), secondary (manufacturing and processing), tertiary (retail, distribution, services)

1.2 Demonstrate understanding of strategic thinking and formation in different business sectors and structures

- Strategic thinking: logic and creativity strategic position and direction of the organisation, impact of cultural differences in an international and organisational capability context
- Strategic formation based on emergence, planned, incremental approaches; proactive and reactive
- Different business sectors, including retail, wholesale, manufacturing, agriculture, extraction within technology, pharmaceutical, petrochemical, fashion sectors

1.3 Evaluate approaches to strategic development in different contexts and circumstances

- Organisational attitudes to strategy development: strategic lens approach: design, experience, ideas and discourse; levels of strategy: operational, strategic business unit (SBU), business, corporate; link of strategy development to organisation's mission, vision, values
- Drivers for strategy development: sector, international and circumstantial change, competitor activity; challenges
- Current and contemporary issues and challenges driving development i.e. social, demographic, technological, economic, environmental, political, legal, ethical

2. Critically assess organisational capability to respond to changes and developments in the business environment (Weighting 25%)

2.1 Interpret relevant changes and developments in specified industry sectors and business structures

- External/macro-environment for specified sector (i.e. PESTLE): trends and changes requiring strategy formation, identification and assessment
- Market, competitor and segment structure and activities; strategic groupings, customer values
- Market activities; identifying trends e.g. changes, level of impact and importance

2.2 Critically discuss current issues that could affect strategic development for a specified sector

- Key current issues, pressures and trends in specified business sectors that may require strategic development: model application to include Michael Porter's Five Force Competitive Position Analysis (1979); GE McKinsey Matrix for Competitive Positioning (1970s); market-led sectors
- Challenges of current issues: 'what if' scenario approach to likely impact of current issues and trends on specified organisations/sectors
- Evaluation of opportunities and threats in a specified sector; priority identification

2.3 Evaluate the basis of strategic capability and nature of competitive advantage through the internal structures and operations of the business

- Concepts of strategic capability: transferability, sustainability, robustness, networks,



- Competitive advantage through organisational structure and operations management, supply chain/distribution, business models

2.4 Evaluate strategic capability in a specified business environment

- Resources: financial, people i.e. quality of existing organisation's leaders, managers and staff to maximise organisation's current and future competitiveness in terms of numbers, location, profile, skills and knowledge; technology, assets: tangible/intangible (marketing, product/service portfolio mix (Boston Consulting Group (BCG) Matrix, 1970s), life cycle (product life cycle), intellectual property (trademarks, brands, patents, copyright), threshold and unique
- Competencies: skills, operations, information, linkages and networks, threshold and core
- Resource and competence management configuration: Michael Porter's Value Chain Analysis (1985)
- Evaluation of strengths and weaknesses of specified organisations: resource-led approach, comparative evaluation, benchmarking – with competitor analysis; response to macro and market developments

3. Critically evaluate an appropriate range of development options on which to base business strategy (Weighting 25%)

3.1 Assess the appropriateness of current bases of organisational purpose and generic strategies

- Organisation's purpose, mission and vision, aims and objectives; current circumstances and change drivers
- Corporate governance, stakeholder expectations, business ethics, values
- Business generic strategy models e.g. Michael Porter's Competitive Generic Strategy Matrix (1979); Cliff Bowman's Strategy Clock (1996)

3.2 Critically review directional strategy frameworks for organisational development

- Strategic direction: Igor Ansoff's Growth Strategies Matrix (1957) including market penetration, product development, market development
- Diversification: reasons and performance; the supply chain; related, unrelated; vertical, horizontal, concentric
- Portfolio development and management e.g. BCG matrix, GE matrix, strategic positioning

3.3 Evaluate alternative approaches and methods for implementation of a business strategy

- Approaches: natural/organic development, investment, managed maintenance (GE McKinsey Matrix for Competition Positioning (1970s), Shell Directional Policy Matrix)
- Methods: organisation resource-based development options based on organisational capability (own finances, assets, skills), loans, share issue; mergers and acquisitions; joint ventures; networks

3.4 Apply a range of models to generate justifiable strategic options that will facilitate strategic decision-making in a given organisational situation

- Market models including predictive market models e.g. Boston Consulting Group (BCG) Positioning Matrix (1970s), GE McKinsey Matrix for Competitive Positioning, Shell Directional Policy Matrix (1980s), sector and business life cycles
- Financial and competitive advantage modelling: Porter's generic, cost-based, value-added; positioning, benchmarking
- Organisational management and cultural models: business structures: corporate, multi-national; multi-divisional, strategic business units (SBU), organisational structures and approaches (McKinsey 7-S Framework (Peters & Waterman 1980); Cultural Web (Johnson & Scholes 2006)); stakeholder management

3.5 Evaluate appropriate different scenarios for successful strategic development

- Predicting futures: principles of holistic scenario building; 5 principles (define, gather, issues, develop and plan); considerations i.e. scenario plots, purpose: evolution/revolution, business cycles, expansions, culture and demographics quantitative modelling



- Potential alternative outcomes; best and worst case scenarios; risks: likelihood and impact: 'future proofing'

4. Apply techniques to support recommendations for strategic decision-making in different contexts (Weighting 25%)

4.1 *Examine approaches to strategic management in different contexts*

- Purpose and factors affecting strategic decisions – emergent, intended, realised, unrealised; planned, command, enforced, learning
- Leadership and structure factors – autocratic, participative, hierarchical, democratic; top-down / bottom-up, stakeholder power/influence, scope and impact

4.2 *Apply decision-making techniques and tools*

- Decision-making approaches in organisations: decision-making models i.e. decision trees, Vroom, Yetton & Jago (1973); alternative methods i.e. gap analysis, benchmarking, cost benefit analysis; rating and weighting methods

4.3 *Evaluate identified options against specified criteria using decision-making techniques*

- Suitability: organisation strategic aims, culture, structure, circumstances and linkages, competitive and market predictions and forecasts, situation applicability, congruence
- Feasibility: market accessibility, organisational resource capability (finance, assets, skills, information, technology)
- Acceptability: internal, connected and external stakeholder opinion; legal, ethical and cultural

4.4 *Make recommendations for strategic development in a specified business and organisational context*

- Recommendations from options based on outcomes of suitability, feasibility and acceptability evaluations; justification; future proofing – risk and contingency



Developing International Markets

Unit Type: Mandatory

Level: 6

Credits: 20

GLH: 50

Assessment Method: Examination

The focus of this unit is on international market development and is designed to help you understand marketing practice from a global perspective. The unit will consider and assess a range of different market entry models and tactics, and consider the implications of increasing globalisation.

You will consider the nature of globalisation and will develop a greater understanding of the globalisation process, including its benefits but also the associated risks. You will develop the ability to analyse and evaluate the strategic responses of international businesses to changes in their global environment.

This unit will develop an understanding of global marketing environments and the challenges and opportunities presented to business. The unit will focus on an evaluation of the practical application of global marketing theories, giving you an opportunity to review multinational companies' strategies and tactics in the context of a global marketplace using practical real life examples.

This unit will evaluate the marketing challenges faced by companies attempting to develop and grow in international markets and appraise the strategies organisations adopt to deliver success in the global marketplace. The unit will also examine the means by which corporate marketing strategies can be deployed in the search for sustainable competitive advantage.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Critically analyse the key characteristics of the international globalised business environment (Weighting 25%)	<ul style="list-style-type: none">1.1 Assess the international business environment and how the nature of trading has changed in recent years1.2 Critically discuss, using relevant theories and frameworks, the reasons why countries trade1.3 Discuss the alternative views of globalisation and evaluate approaches taken in respect of the nature and drivers behind globalisation1.4 Critically evaluate the international competitive landscape
2. Critically evaluate strategic international marketing opportunities (Weighting 25%)	<ul style="list-style-type: none">2.1 Explain the nature of international development2.2 Critically evaluate different strategic responses and approaches to global strategy development2.3 Analyse the main approaches to international marketing research and opportunity development
3. Appraise the suitability of alternative market entry methods as part of the formulation of an international strategy (Weighting 25%)	<ul style="list-style-type: none">3.1 Critically discuss the main characteristics of international marketing strategy3.2 Critically evaluate various market entry methods3.3 Evaluate potential barriers to entry, limitations on organisational capability, and the advantages or disadvantages of different market entry methods3.4 Discuss the management of risk and control in respect of market entry into new international markets
4. Examine and justify relevant marketing strategies within different cross-cultural settings, applying them to real life case studies (Weighting 25%)	<ul style="list-style-type: none">4.1 Appraise the role of culture in conducting international business and its impact on transnational transactions4.2 Evaluate social and cultural considerations in developing international business strategy4.3 Justify the differing product and service strategies employed in an international context4.4 Discuss the need for different marketing methods when operating in an international context



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - The World trading environment	<p>Ability to evaluate the current debates over the nature of globalisation, utilising these skills in context of local environment demonstrating practical, 'real world' relevant to context of local business practices</p> <p><i>Intellectual debate, analysis of the global business environment, competitor analysis</i></p>
Element 2 - Global strategies	<p>Ability to apply evaluation skills in respect of international markets and business opportunities based upon the use of appropriate analytical frameworks</p> <p>Ability to utilise market research techniques to apply practically to case study or relevant local/regional organisations to assess decision-making in respect of whether local companies should 'go global' and if so, how</p> <p><i>Evaluation, assessing opportunities, application of analytical frameworks, data analysis and interpretation, decision-making, leadership, strategy, influence and persuasion</i></p>
Element 3 - Market entry strategies	<p>Ability to apply cultural awareness, cross-cultural sensitivity, diversity, in respect of globalisation and different work contexts</p> <p>Ability to utilise to local context, applying concepts to explain local/regional business practice</p> <p><i>Cultural awareness, cross-cultural relationships, diversity, local knowledge of markets, critical analysis, assessing barriers, decision-making, risk management</i></p>
Element 4 - The challenge of globalisation	<p>Ability to present arguments with respect to global marketing decisions effectively in a written format</p> <p>Ability to utilise these skills to apply to local/regional organisations</p> <p><i>Reasoned arguments, global marketing, decision-making, communication, persuasion and influence, flexibility</i></p>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The structure and nature of business within a global marketplace is diverse and dynamic. This unit seeks to develop a wide-ranging perspective of the international marketplace and the challenges involved in developing business across countries and cultures. As such, the focus of the unit is global, therefore:

You should take into account the following when preparing for your assessment:

- The structure and nature of the organisation they work within and how this is changing with increasing globalisation and international trade
- The influence of local culture on business practices
- Local policy in respect of government incentives or attitudes to foreign competition or cooperation
- The availability of technology to facilitate collaborative working using technology across national borders



Indicative Content

1. Critically analyse the key characteristics of the international globalised business environment (Weighting 25%)

1.1 *Assess the international business environment and how the nature of trading has changed in recent years*

- Defining international marketing: highlighting differences between domestic and international marketing
- Key drivers of business across countries and cultures

1.2 *Critically discuss, using relevant theories and frameworks, the reasons why countries trade*

- The theory of comparative advantage
- The international product life cycle
- Barriers to world trade: tariffs, non-tariff barriers
- Development of world trade bodies and free trade groupings: World Trade Organisation, North American Free Trade Area, European Union

1.3 *Discuss the alternative views of globalisation and evaluate approaches taken in respect of the nature and drivers behind globalisation*

- The drivers of globalisation: market access, products and services, technology, competition, communication
- Standardisation vs customisation in international markets
- Global, local, 'glocal'

1.4 *Critically evaluate the international competitive landscape*

- Macro-micro environmental factors affecting marketing performance on a global scale

2. Critically evaluate strategic international marketing opportunities (Weighting 25%)

2.1 *Explain the nature of international development*

- Market expansion and concentration: small firms expanding export profitability as market concentrators, larger firms as market expanders, e-commerce businesses as market expanders
- Developing relationships: stakeholders, suppliers, customers, contractors, B2B, B2C
- Supply chain internationalisation
- Networks and networking

2.2 *Critically evaluate different strategic responses and approaches to global strategy development*

- Global strategy drivers
- Globally standardised strategy
- Standardisation and adaptation
- Regional strategy

2.3 *Analyse the main approaches to international marketing research and opportunity development*

- The role of marketing research and opportunity analysis: opportunity identification and analysis
- Information and research analysis in global marketing: demand pattern analysis, multiple factor indices, risk evaluation, business enhancement risk index
- International market segmentation: geographic criteria, business portfolio matrix, infrastructure matrix, transnational segmentation, country-consumer segmentation
- Market profile analysis – secondary and primary research sources: primary research (networking, consortia, collecting primary data, inhouse or agency, research design, qualitative and quantitative,



survey methods, fieldwork, validity of data), secondary research (online databases, sources of information, problems in using secondary data)

3. Appraise the suitability of alternative market entry methods as part of the formulation of an of an international strategy (Weighting 25%)

3.1 Critically discuss the main characteristics of international marketing strategy

- Principal approaches to marketing strategy development (STP marketing)
- Segmentation: identification of markets to allow maximum market penetration, resource concentration
- Positioning: positioning of products/services to differentiate from competitors
- Targeting: targeting of segments, size growth potential, likely purchasing power, ease of access
- Competitive strategies: Ansoff growth matrix, Porter (1990), cost leadership, focus, differentiation
- The international market planning process: situation analysis, corporate objectives, resources and capabilities

3.2 Critically evaluate various market entry methods

- Indirect exporting (trading companies, piggybacking)
- Direct exporting (agents, franchising, distributors, online direct marketing, e-commerce/e-tailing)
- Foreign direct investment
- Co-operation Strategies (joint ventures, strategic alliances)

3.3 Evaluate potential barriers to entry, limitations on organisational capability, and the advantages or disadvantages of different market entry methods

- Decisions on where to enter a market, the timing of when to enter, and deciding the method of how to enter
- Managing competitive dynamics: competition, cooperation and collusion
- Institutions that oversee governance of domestic and international competition
- Local companies vs foreign multinationals
- Debates on international market development: liability vs asset of foreignness, global vs regional geographic diversification

3.4 Discuss the management of risk and control in respect of market entry into new international markets

- Identify different levels of involvement, risk and marketing control in regard to differing market entry methods
- Decisions and business objectives: deciding the level of control over international business that firms require; identifying levels of risk companies are prepared to take and evaluating the costs companies can afford to bear
- Identify the methods that should be used for the management and control of the business: setting standards, benchmarking, identifying good practice, cost benefit analysis, correcting deviations and continual improvement processes



4. Examine and justify relevant marketing strategies within different cross-cultural settings, applying them to real life case studies (Weighting 25%)

4.1 Appraise the role of culture in conducting international business and its impact on transnational transactions

- Defining the nature of culture: components of culture, language of culture, layers of culture
- Cross-cultural analysis: Hofstede cultural dimensions
- Culture and consumer behaviour

4.2 Evaluate social and cultural considerations in developing international business strategy

- The international marketing environment: social/cultural environment
- Cultural factors: beliefs, values, customs, religion, attitudes, aesthetics and language
- Social factors: social class, reference groups, family, roles and status, education, social organisation, law and politics

4.3 Justify the differing product and service strategies employed in an international context

- Product management and branding issues in international markets
- Marketing communications in a global media environment: marketing communication tools, e.g. trade missions, exhibitions, advertising, sales promotion, public relations, online direct marketing and online communications
- Pricing strategy in a global context: export costs, economies of scale, price positioning, production costs and location

4.4 Discuss the need for different marketing methods when operating in an international context

- Building corporate identity and managing the brand locally
- Product differentiation
- Adaptation versus standardisation
- Managing appropriate delivery to achieve customer satisfaction
- Consumer behaviour and local business practice/culture
- The use of technology, digital tools, the internet and international business: online strategies, use of websites, e-commerce, social media and social networking, virtual enterprise networks, customer relationship management and databases, customisation, internet-based marketing entry, the limitations of e-commerce for international marketing and other internet problems
- Marketing in emerging economies (e.g. BRIC markets)



Business Ethics and Sustainability

Unit Type: Mandatory

Level: 6

Credits: 20

GLH: 50

Assessment Method: Examination

This unit will develop your understanding of managerial and organisational principles through considering the role of ethics in business operations, including corporate social responsibility, sustainability and responsible management. You will examine the origins, theory and practice of these closely interconnected issues.

Business ethics are now fundamental to all aspects of business, from finance to marketing, and can demonstrate accountability to the people and environments impacted by an organisation's actions. No business is immune, and it is important that organisations are aware of the ethical issues surrounding business decisions and that employees at all levels of the organisation are familiar with the principles of ethical decision-making.

Throughout the three elements that make up this unit, you will consider the complexities facing international management when engaging with stakeholders from diverse cultural and ethical backgrounds, who differ in business or ethical norms. You will study ethics through the lens of a global business ethical agenda alongside local cultural insight.

By the end of the unit you will be confident to discuss both practical theoretical issues relating to ethics and the relationship between business and society in an international context.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will</i>	Assessment Criteria <i>The learner can</i>
1. Critically evaluate differing approaches to business ethics (Weighting 20%)	1.1 Evaluate teleological, deontological and mixed frameworks which influence western approaches to business ethics 1.2 Evaluate how the core principles of Confucianism philosophy influence eastern approaches to business ethics
2. Analyse the core principles of corporate social responsibility (Weighting 20%)	2.1 Analyse the core principles of the economic model, the philanthropic model, and the stakeholder models of corporate social responsibility
3. Critically evaluate the opportunities and challenges for a range of organisations to develop ethical business practice through corporate social responsibility policies and reporting (Weighting 20%)	3.1 Critically evaluate how organisations of different types can effectively implement corporate social responsibility policies and reporting procedures on triple bottom line sustainability
4. Analyse the core principles of sustainability in relation to businesses (Weighting 20%)	4.1 Analyse the meaning and importance of sustainability in a business context 4.2 Critically discuss the common elements of sustainability in a business context 4.3 Critically assess the factors an organisation must consider when developing a sustainability strategy
5. Analyse the influence of organisational culture and leadership on business ethics with a focus on marketing and human resource management (Weighting 20%)	5.1 Critically evaluate how organisations' culture and leadership can influence approaches to ethical decision-making 5.2 Assess the opportunities and challenges for differing types of organisation to effectively integrate ethical decision-making into the marketing mix and human resource management functions



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Theoretical perspectives on business ethics	Ability to analyse theoretical concepts relating to business ethics Ability to apply theoretical concepts relating to business ethics to practical industry examples Ability to manage learning through systematic secondary research <i>Analysis, application, research, critical thinking, application of theory</i>
Element 2 - Corporate social responsibility and sustainability principles	Ability to communicate personal points of view effectively through debates, presentations and written reports Ability to analyse and debate ethical dilemmas Ability to synthesise complex information to develop reasoned recommendations <i>Communication, ethical practice, synthesis of complex information, making reasoned arguments</i>
Element 3 - Implementing CSR policies	Awareness of CSR and its importance Ability to identify and evaluate the opportunities to develop ethical business practice through CSR Ability to identify and evaluate the challenges to developing ethical business practice through CSR Ability to understand the implementation of CSR policies and reporting procedures for triple bottom line approaches <i>Corporate social responsibility, evaluation and analysis, policy implementation, ethical business practice</i>
Element 4 - Sustainability	Ability to understand the concept of sustainability in relation to the business context Ability to identify the drivers for sustainability, and the arguments for and against it Ability to identify and discuss the common elements of sustainability that impact business organisations Ability to assess the factors that an organisation must consider when developing a sustainability strategy <i>Planning, analysis, strategy, sustainability considerations, impact of business behaviour</i>
Element 5 - Business ethics in responsible management practice	Ability to evaluate and discuss different approaches to solving ethical dilemmas Ability to reflect on ethical business considerations in making responsible management decisions Development of investigative understanding through real life case studies Working independently and in teams <i>Analysis of alternative arguments and approaches, problem solving, decision-making, investigation, team working, independent working</i>



Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The content of this unit is applicable in various countries as it covers international business examples. Throughout your learning, you will be encouraged to consider global differences in how differing types of companies in differing cultural contexts approach ethics in business management. For example, American companies consider whistleblowing to be a natural part of business and many set up anonymous hotlines to enable reporting of practices, whereas the French are more likely to consider whistleblowing as undermining solidarity among co-workers. Employment regulations in terms of working hours, conditions of work and the legal working age vary greatly, and this needs to be considered by organisations operating in a global business environment. For example, large UK-based companies are legally obliged to report on working conditions in the supply chain, although any issues of concern might well be legal in the country of operation. Throughout the unit, you are therefore encouraged to take account of global and local contexts in your analysis of business ethics.

You should take into account the following when preparing for your assessment:

- Consider differing global contexts and how they may vary in terms of ethical outlooks and practices
- Consider differing types of business in terms of size and sector operated in
- Use academic referencing throughout; it is important to ensure that theoretical understanding is demonstrated
- Throughout the unit, you should try wherever possible to link your analysis back to theoretical perspectives set out in Element 1
- Throughout the unit, keep a consistent focus on both individual and organisational actions towards ethical business practice
- Develop an analytical approach to assessments through comparing theoretical view points, and using real life case studies wherever possible to illustrate theoretical understanding
- Read and research widely; study at this level is about demonstrating your wide research and summarising your reading into analytical writing with your own insights and examples



Indicative Content

1. Critically evaluate differing approaches to business ethics (Weighting 20%)

1.1 *Evaluate teleological, deontological and mixed frameworks which influence western approaches to business ethics*

- Teleological frameworks: these focus on whether the results of individual action are favourable or not; ethical egoism, utilitarianism, dualism
- Deontological frameworks: these focus on duty/obligation in determining whether actions are right or wrong; existentialism, contractarianism, Kantianism
- Mixed frameworks: this draws on theories of ethical egoism, utilitarianism, existentialism and contractarianism

1.2 *Evaluate how the core principles of Confucianism philosophy influence eastern approaches to business ethics*

- Principles of Confucianism approach: in contrast to the western approach of an individual society, this approach is based on a collective and stable society through structured roles and responsibilities
- Hofstede's Cultural Dimensions model applied to the principles of Confucianism (long-term vs short-term orientation, individualism vs collectivism, high vs low power distance, strong vs weak uncertainty avoidance, and masculinity and femininity).

2. Analyse the core principles of corporate social responsibility (Weighting 20%)

2.1 *Analyse the core principles of the economic model, the philanthropic model, and the stakeholder models of corporate social responsibility*

- Economic model: this argues that society is best served by a variety of institutions, and the primary function of corporations should be economic rather than social
- Philanthropic model: this view notes that businesses should be encouraged to go beyond the law and economics, in order to contribute to the wider community
- Stakeholder model: the premise of this model is that every business decision affects a wide variety of people, and implies costs to some, and opportunities to others
- Contributions and limitations of these models

3. Critically evaluate the opportunities and challenges for a range of organisations to develop ethical business practice through corporate social responsibility policies and reporting (Weighting 20%)

3.1 *Critically evaluate how organisations of different types can effectively implement corporate social responsibility policies and reporting procedures on triple bottom line sustainability*

- Triple bottom line requirements: economic, social and environmental sustainability; this incorporates that financial goals need to be considered alongside environmental and social concerns
- Business case for triple bottom line approaches: this would include a consideration of the prudent use of resources, and adapted business practices to ensure long-term business success for all stakeholders



4. Analyse the core principles of sustainability in relation to businesses (Weighting 20%)

4.1 Analyse the meaning and importance of sustainability in a business context

- Definitions of sustainability and sustainable business
- Drivers for sustainability
- Arguments for and against sustainability

4.2 Critically discuss the common elements of sustainability in a business context

- Key sustainability issues, including:
 - Consumerism
 - Urbanisation
 - Pollution (water, air)
 - Deforestation
 - Energy consumption and waste (emergence of solar/wind/hydro power), emissions (greenhouse gases, carbon footprint)
 - Responsible procurement (fair trade)

4.3 Critically assess the factors an organisation must consider when developing a sustainability strategy

- Objectives, market forces, stakeholder needs, legal and regulatory drivers, voluntary codes of practice, supply chain, cost vs benefit, implications of not developing a strategy, sustainability as a USP
- Performance metrics, auditing and reporting for sustainable business (site visits in supply chain, environmental accounts)



5. Analyse the influence of organisational culture and leadership on business ethics with focus on marketing and human resource management (Weighting 25%)

5.1 Critically evaluate how organisations' culture and leadership can influence approaches to ethical decision-making

- Enabling factors:
 - Organisational behaviours that encourage ethical decision-making: this is linked to the attitudes and habits that have been developed over time through aspects such as organisational values expressed in policies, mission statements and reports and in organisational procedures
 - Leadership character qualities necessary to create an ethical decision-making culture: leaders should act as role models, and ensure sufficient allocation of resources to acting ethically; they need to be aware of their own values and morals in decision-making, and how to respond to ethical dilemmas through careful analysis of the correct course of action
- Limiting factors:
 - Organisational behaviours that discourage ethical decision-making
 - Leadership approaches/characteristics/behaviours that discourage an ethical decision-making culture

5.2 Assess the opportunities and challenges for differing types of organisation to effectively integrate ethical decision-making into the marketing mix and human resource management functions

- Human resource management functions
 - Recruitment procedures: Are assessment measures fair and just?
 - Performance appraisal: Is this regularly and fairly carried out?
 - Rewards: Are they allocated fairly?
 - Diversity and equal opportunities policies: Are they detailed and followed in company procedures?
 - Training: Are staff at all levels of the organisation familiar with ethical values, codes and practices and how to integrate these into day to day operations?
 - Health and Safety: Is a safe working environment provided for all employees?
 - Job security: Are contracts offered? Is offshoring a threat? Are redundancies fairly carried out?
- Marketing functions
 - Product: This includes consideration of fair trade issues in the supply chain back to raw materials and analysis of everything and everyone involved in the final product creation/service delivery
 - Price: This includes an analysis of how prices are negotiated and agreed with suppliers, and which pricing tactics are adopted such as price discrimination, predatory pricing, and misleading pricing
 - Place: This will include consideration of how products/services are distributed via the supply chain and if those suppliers are paid a fair price and work in an ethical environment
 - Promotion: This will include consideration of misleading information, ethical advertising (such as the exploitation of children in marketing) and legal requirements (such as unverified claims)



Strategic Stakeholder Relationships

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

Business stakeholders include anyone who has an interest in what the organisation is doing or the outcomes of its activities. An increasing number of qualifications include elements on stakeholder management, but this unit will focus on stakeholder relationships that have a *strategic* significance to the business, be they beneficial or potentially damaging. The difficulty about stakeholder management is that stakeholders have different agendas and, in seeking to satisfy one group, you can alienate others. Stakeholder *engagement* seeks to build *collaborative relationships*, which requires an integrated approach. By its nature, it has to be proactive rather than reactive and at its best, it reflects long term corporate culture rather than being done on a project-by-project basis.

This unit will take you through a step-by-step process that will enable you to identify, analyse and prioritise an organisation's stakeholders from a strategic perspective, and then to plan, implement and review the stakeholder engagement process in relation to a specific project. You will explore the concepts of power and influence, deploying a range of models and stakeholder engagement strategies including relationship management techniques, strategic communications and personal leadership, influence and lobbying.

Engaging effectively with stakeholders needs to be at the heart of strategic management, not an optional extra; without it, many strategies fail and, in extreme situations, cost organisations dearly through reputational damage. It does take resource to engage effectively with stakeholders, but the benefits are usually more than worth the investment.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Critically assess an organisation's stakeholders in order to determine their strategic influence and impact in relation to a particular project (Weighting 25%)	1.1 Critically discuss the importance of stakeholder analysis 1.2 Analyse the range of stakeholders for their strategic influence and potential impact in relation to a specific project
2. Critically review the process of engaging with stakeholders and developing an appropriate engagement plan (Weighting 25%)	2.1 Critically analyse the strategic relationships that an organisation has with the stakeholders of a particular project in order to decide how best to engage with them 2.2 Prioritise the use of resources for an engagement plan in relation to a particular project, justifying it from a strategic perspective 2.3 Review the success of the engagement plan objectives, including from the perspective of the organisation and its stakeholders 2.4 Recommend strategic changes that could be made in order to respond to stakeholders' perceptions and/or adapt to changing conditions
3. Develop relevant communication approaches and messages that would be used at each stage of the stakeholder engagement plan (Weighting 25%)	3.1 Justify the key components of the message that needs to be communicated, customising it for different stakeholder groups as necessary in relation to a specific project 3.2 Recommend, with justification, communications that will engage the key strategic stakeholders for a particular project in line with its objectives
4. Recommend how to deal with the stakeholder resistance that might be encountered with a project's objectives and the way a project is planned to be implemented (Weighting 25%)	4.1 Assess the response to your engagement campaign in order to identify early indications of resistance so that prompt action can be taken 4.2 Recommend practical ways of managing and resolving conflict so that stakeholder engagement can be achieved in line with the project's objectives



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Strategic influence of stakeholders	Ability to assess the strategic significance of an organisation's stakeholders in relation to a specific project <i>Commercial acumen, stakeholder awareness</i>
Element 2 - Engaging with stakeholders	Ability to analyse a project's stakeholders in order to prioritise the use of resources for the engagement plan <i>Stakeholder awareness, prioritisation, stakeholder engagement strategies, resource and budgetary planning</i>
Element 3 - Communication with stakeholders	Ability to develop the messaging and media selection for each stage of a stakeholder engagement plan <i>Targeted communications, campaign planning and media selection</i>
Element 4 - Managing stakeholder resistance	Ability to deal with the stakeholder resistance that might be encountered during the implementation of an engagement plan <i>Listening, negotiation, assertiveness, conflict management, sensitivity to social diversity</i>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The nature of business projects is very diverse and consequently the types of the stakeholders affected, and who could influence these projects, also varies widely. With globalisation, all learners at this level should have a good working knowledge of how organisations can engage with a range of strategic stakeholders who may be located at a distance, but it is also important you understand what this means in terms of your immediate business environment and how local practices may provide opportunities on the one hand and constraints on the other.

You should therefore take into account the following when preparing for your assessment:

- The structure and nature of the organisation you work in and the range of stakeholders that might be affected and could influence projects, particularly from a strategic perspective
- How relationships with stakeholders are changing as a consequence of emerging business practices.
- The influence of local culture and socialisation on business norms, stakeholder relationships and collaborative working practices
- Local rules, regulations and legislation that may affect stakeholder relationships, forms of collaboration and management
- The availability of technology and internet speeds to facilitate the dissemination of information, ongoing communication, research and collaborative working



Indicative Content

1. Critically assess an organisation's stakeholders in order to determine their strategic influence and impact in relation to a particular project (Weighting 25%)

1.1 Critically discuss the importance of stakeholder analysis

- Methods of identifying stakeholders in relation to a project: brain writing, stakeholder lists/register, scenarios and storytelling, task-by-task assessment, horizon scanning
- Characteristics of stakeholders (Freeman, 1984, 2013; Lewis, 2011):
 - 'Big Six': interest; needs, attitude, impact, power, influence; stakeholder profiles
 - Stakeholder interest acronym: 'SPECTRES' – social, political, economic, commercial, technological, regulatory, environmental and security

1.2 Analyse the range of stakeholders for their strategic influence and potential impact in relation to a specific project

- Identifying the strategic influence and potential impact that different stakeholders have on projects (Mendelow)
- Diffusion of innovation (Rogers, 2003)
- Apex stakeholder strategy: sociograms, contractograms, and inter-relationship mapping of stakeholders

2. Critically review the process of engaging with stakeholders and developing an appropriate engagement plan (Weighting 25%)

2.1 Critically analyse the strategic relationships that an organisation has with the stakeholders of a particular project in order to decide how best to engage with them

- Understanding the stake of different stakeholders in relation to a specific project:
 - Nature
 - Intensity
 - Background and attitudes
 - Additional factors
- Stakeholder mapping: power and interest (Johnson & Scholes, 1999); stakeholder triage (Clayton, 2014) and typical organisational responses – 'inform and coach'; 'enrol and employ'; 'monitor and outvote'; and 'woo and win'
- Force field analysis (Lewin, 1951, adapted for stakeholders by various authors including Connelly, 2015)
- Transformers

2.2 Prioritise the use of resources for an engagement plan in relation to a particular project, justifying it from a strategic perspective

- Stakeholder engagement: prioritisation and strategic postures: broad and generic vs narrow and customised
- Stakeholder benefits matrix: points to determine in terms of planning engagement (Atkinson 1999):
 - Identification of the main stakeholders are, how they fit, and who are they connected with
 - Determining which resources they command, what we want from them, what information and/or benefits they want from us
 - Ascertaining how they like to receive information and whether they like to communicate
 - Identification of what risks/opportunities do they pose/offer to us
- Inter-relationships between stakeholders
- Resource planning: people, time, budget

2.3 Review the success of the engagement plan objectives, including from the perspective of the organisation and its stakeholders



- Check receipt and understanding of the message by key stakeholder groups using relevant methods e.g. surveys, focus groups, observation, response rates, click-through rates
- Review success of the engagement plan over time against objectives: monitor response in terms of stakeholders' perceptions and attitudes, intended actions and any changes in behaviour using quantitative and qualitative measures e.g. surveys, focus groups, observation

2.4 Recommend strategic changes that could be made in order to respond to stakeholders' perceptions and/or adapt to changing conditions

- Revise messaging and/or media to improve receipt and/or retention of the message and engagement with key stakeholders in line with objectives: monitor response to see if improvement has occurred using quantitative and qualitative methods repeated over time to monitor trends
- Balanced stakeholder engagement scorecard: efficacy, ethics, impacts, alignment (Kaplan et al 2005)
- Stakeholder engagement management maturing levels: ad hoc, novice, repeatable, managed, embedded (Carroll & Buchholtz, 2014)

3. Develop relevant communication approaches and messages that would be used at each stage of the stakeholder engagement plan (Weighting 25%)

3.1 Justify the key components of the message that needs to be communicated, customising it for different stakeholders' groups as necessary in relation to a specific project

- Crafting the message to achieve strategic intent: clear, consistent and targeted; compelling, persuasive and powerful communications
- Adapt messaging to meet varying needs of different stakeholders e.g. stakeholder pyramid (inform, engage, involve, collaborate, partner), Q&As, FAQs; storytelling: simplicity, unexpectedness, concreteness, credibility, emotions
- Going beyond logic: ethos, logos and pathos; using people's skills to best advantage
- Gentle persuasion: soft power and influence)
- Behavioural economics and hidden influence (Packard, 2007)
- Stakeholder engagement as part of corporate culture

3.2 Recommend, with justification, communications that will engage the key strategic stakeholders for a particular project in line with its objectives

- Critique of different communication methods for distinctive stakeholder segments
- Plan campaign to achieve an integrated approach across interrelated stakeholder groups
- Lobbying and the use of public affairs to influence, persuade and obtain support



4. Recommend how to deal with the stakeholder resistance that might be encountered with a project's objectives and the way a project is planned to be implemented (Weighting 25%)

4.1 Assess the response to your engagement campaign in order to identify early indications of resistance so that prompt action can be taken

- Identifying and managing resistance, onion model (Clayton, 2014)
- Delivering tough messages

4.2 Recommend practical ways of managing and resolving conflict so that stakeholder engagement can be achieved in line with the project's objectives

- Dealing with conflict and escalation of conflict
- Use of negotiation to achieve mutual agreement
- Using an ethical approach to messaging and behaviour to ensure sustainability of outcome (Carroll & Buchholtz, 2014)
- Crisis management in case of disaster or emergency



Corporate Finance

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

The focus of corporate finance is the sourcing and investment of finance in the business. It addresses the key principles and concepts that are needed to ensure the financing and investment decisions reflect the strategic requirements of the business. It focuses on applied techniques that managers need in order to take financial decisions that create value for the business.

Corporate finance is fundamental feature of modern business. In an increasingly competitive and complex business environment, decisions on from where a business obtains financing and the investment opportunities that it chooses to pursue are often critical. This unit will provide you with knowledge of the key principles and concepts that are important in these decisions. It will also equip you with the skills that are needed to apply this knowledge in a contemporary work environment.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Critically analyse the factors that influence capital structure decisions and strategy (Weighting 20%)	1.1 Appraise the alternative role and purpose of corporate finance in order to decide how best to formulate a capital structure for the business 1.2 Critically analyse the roles played by stakeholders, different types of risk, and alternative approaches to business strategy when selecting a capital structure that reflects the strategic objectives and strategic environment of the business 1.3 Critically evaluate the alternative frameworks for the development of a capital structure to ensure that it is based on a sound conceptual and contemporary underpinning
2. Critically evaluate alternative sources of finance to ensure that financing decisions reflect the strategic objectives and strategic circumstances of the business (Weighting 20%)	2.1 Compare alternative approaches to sources of equity and debt in relation to the strategic objectives and strategic environment of the business 2.2 Critically evaluate the impact of the use of a range of equity and debt financing on a business's financing structure 2.3 Apply criteria and decision-making frameworks in equity and debt financing
3. Critically evaluate approaches to the calculation of the cost of capital that take account of techniques for the valuation of equity and different types of risk (Weighting 20%)	3.1 Critically evaluate the alternative approaches to the valuation of equity 3.2 Apply appropriate methods for the calculation of the cost of capital in order to provide a basis on which strategic financing and investment decisions can be made 3.3 Critically evaluate the effects of different types of risk on the cost of capital by applying techniques that reflect the strategic environment in which the business operates
4. Critically evaluate the strategic objectives and environment in which the business operates in order to decide on appropriate advanced investment appraisal techniques (Weighting 20%)	4.1 Apply appropriate advanced investment appraisal techniques 4.2 Apply advanced investment appraisal techniques that take account of cash flows, taxation and inflation in ways that reflect the strategic environment in which the business operates 4.3 Critically evaluate a range of advanced investment appraisal techniques in order to ensure that their use by the business reflects a critical understanding of how decisions might be affected by the features of different techniques
5. Critically evaluate contemporary issues in corporate finance, including the importance of ethics and corporate governance, and the role of corporate finance in the market for ownership and control (Weighting 20%)	5.1 Critically evaluate alternative perspectives on the role of ethics in corporate finance 5.2 Appraise the business's approach to corporate governance in the context of legal, regulatory and professional requirements 5.3 Critically evaluate the role of corporate finance in mergers and acquisitions, and the market for ownership and control in a globalised environment



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - The importance of capital structure	<p>Ability to develop an approach to formulating the capital structure for a business based on sound conceptual and theoretical underpinning</p> <p>Ability to manage stakeholders and risks as part of selecting a financing structure, ensuring that the choice reflects the strategic objectives and existing and potential strategic pressures</p> <p><i>Financial management, application of theoretical frameworks, appreciation of impact of strategic objectives of financial decision-making, communication, influence, stakeholder management, approaches to business strategy</i></p>
Element 2 - Equity and debt financing	<p>Ability to critically evaluate alternative sources of finance in order to ensure that financing decisions reflect the strategic objectives and strategic circumstances of the business</p> <p>Ability to apply criteria and decision-making frameworks in the context of equity and debt financing</p> <p><i>Critical thinking, analysis, business acumen, commercial awareness, decision-making</i></p>
Element 3 - The cost of capital	<p>Ability to critically evaluate different approaches to the calculation of the cost of capital in line with a business's strategic direction</p> <p>Ability to apply techniques to calculate the cost of capital that take account of alternative approaches to the valuation of equity and different types of risk</p> <p><i>Critical thinking, analysis, calculations, decision-making, risk assessment</i></p>
Element 4 - Advanced investment appraisal	<p>Ability to select and apply appropriate investment appraisal techniques that reflect the strategic objectives and environment in which the business operates</p> <p>Ability to apply investment appraisal techniques that take account of cash flows, taxation and inflation</p> <p><i>Analysis, decision-making, influence and persuasion, investment appraisal techniques</i></p>
Element 5 - Contemporary issues in corporate finance	<p>Appreciation of contemporary issues in corporate finance and their impact on businesses</p> <p>Recognition of the importance of ethics, corporate governance and the role of corporate finance in ownership and control in a globalised economy</p> <p><i>Critical thinking, contemporary issues, ownership and control, ethical issues</i></p>



Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The local business environment is important in corporate finance. Legal and regulatory requirements in the local business environment can have an impact on financing and investment decisions. You should consider how local laws, regulations, taxation and corporate governance requirements might have an effect on the decisions that managers need to take to make effective financial decisions.

Learners should take into account the following when preparing for their assessment:

- Local legal and taxation requirements
- Local corporate governance requirements
- Local cultural environment



Indicative Content

1. Critically analyse the factors that influence capital structure decisions and strategy (Weighting 20%)

1.1 Appraise the alternative role and purpose of corporate finance in order to decide how best to formulate a capital structure for the business

- The role and purpose of corporate finance
- The relationship between corporate finance and the formulation of a capital structure for the business
- The alternative roles of corporate finance in different sectors and environments

1.2 Analyse the roles played by stakeholders, different types of risk, and alternative approaches to business strategy when selecting a capital structure that reflects the strategic objectives and strategic environment of the business

- The stakeholder approach and the need to serve the groups that are affected by the operations of the business
- The identification and treatment of different stakeholder groups
- The strategic objectives and strategic environment of the business, including the international context, and how these influence capital structure
- The relationship between stakeholders, different types of risk and alternative approaches to business strategy

1.3 Critically evaluate the alternative frameworks for the development of a capital structure to ensure that it is based on a sound conceptual and contemporary underpinning

- The advantages and disadvantages of different types of capital structure
- The conceptual underpinning for capital structure
- The contemporary issues that need to be considered in the formulation of capital structure

2. Critically evaluate alternative sources of finance to ensure that financing decisions reflect the strategic objectives and strategic circumstances of the business (Weighting 20%)

2.1 Compare alternative approaches to sources of equity and debt in relation to the strategic objectives and strategic environment of the business

- The matching principle of finance and its importance in the selection between long-term and short-term sources of finance
- Other factors that need to be taken into account in the selection of a sources of finance, including legal, regulatory and market requirements
- The advantages and disadvantages of different types of finance
- Sources of finance and how they relate to the strategic objectives and strategic environment of the business.

2.2 Critically evaluate the impact of the use of a range of equity and debt financing on a business's financing structure



- The distinctions between long-term and short-term sources of finance and between internal and external sources of finance
- The advantages and disadvantages of different sources of equity and debt financing
- The effects of the use of debt and equity financing on the business's financing structure including dividend policy, dilution of control and financial gearing
- The effects of financial leverage and corporate taxes in the selection of different sources of finance

2.3 Apply criteria and decision-making frameworks in equity and debt financing

- The selection and application of decision-making frameworks, including pecking order theory, the matching principle of finance, financing risk, liquidity risk and models of financial distress
- The use of decision-making frameworks that reflect the needs of the business and the strategic circumstances in which it operates
- The advantages and disadvantages of different decision-making frameworks

3. Critically evaluate approaches to the calculation of the cost of capital that take account of techniques for the valuation of equity and different types of risk (Weighting 20%)

3.1 Critically evaluate the alternative approaches to the valuation of equity

- The calculation of the weighted average cost of capital for a business and its usefulness in making investment decisions
- Alternative approaches to the valuation of equity, including the capital asset pricing model and the dividend valuation model and their effect on the weighted average cost of capital
- Alternative approaches to the calculation of the cost of capital and their relationship with the business' strategic objectives and the environment in which it operates

3.2 Apply appropriate methods for the calculation of the cost of capital to provide a basis on which strategic financing and investment decisions can be made

- Application of alternative methods for the calculation of the cost of capital, including the capital asset pricing model and the weighted average cost
- The importance of the cost of capital and its relationship with strategic financing and investment decisions
- The relationship between the cost of capital and the strategic objectives of the business.

3.3 Critically evaluate the effects of different types of risk on the cost of capital by applying techniques that reflect the strategic environment in which the business operates

- The evaluation of financial risk using suitable techniques and approaches to financial risk management, such as sensitivity analysis, scenario analysis, simulations and standard deviation, to reduce exposure to financial risks
- The evaluation of the use of debt and equity finance and their implications for the business
- The relationship between different types of risk and the strategic environment in which the business operates



4. Assess and critically evaluate the strategic objectives and environment in which the business operates in order to decide on appropriate advanced investment appraisal techniques (Weighting 20%)

4.1 *Critically evaluate a range of advanced investment appraisal techniques*

- The advantages and disadvantages of different investment appraisal techniques
- The use of investment appraisal techniques in the business
- The features of investment appraisal techniques and their effects on decision-making in the business

4.2 *Apply appropriate advanced investment appraisal techniques ensuring that investment decisions reflect the strategic objectives of the business*

- The nature and importance of investment decision-making
- The nature and characteristics of different investment appraisal techniques, including payback period, accounting rate of return and discounted cash flow techniques
- The use of investment appraisal techniques in practice, including the key stages in investment decision-making i.e. definition, analysis, implementation, monitoring and post audit

4.3 *Apply advanced investment appraisal techniques that take account of cash flows, taxation and inflation in ways that reflect the strategic environment in which the business operates*

- The application of investment appraisal techniques, including payback period, accounting rate of return and net present value
- The selection of an investment appraisal technique that best meets the needs of the business
- The application of advanced investment appraisal techniques, including internal rate of return, profitability indices and sensitivity analysis



5. Critically evaluate contemporary issues in corporate finance, including the importance of ethics and corporate governance, and the role of corporate finance in the market for ownership and control (Weighting 20%)

5.1 *Critically evaluate alternative perspectives on the role of ethics in corporate finance*

- Alternative perspectives on the role of ethics in corporate finance, including utilitarianism, deontology and social contract theory and virtue theory
- The key ethical considerations that need to be considered in financial management and in financial practices
- Regulatory and professional requirements
- The effects of alternative perspectives on the role of ethics in corporate finance on decision-making in the business

5.2 *Appraise the business's approach to corporate governance in the context of legal, regulatory and professional requirements*

- Relevant legal, regulatory and professional requirements relating to approaches to corporate governance
- The agency problem that may exist between shareholders and directors
- Shareholder involvement and the provision of incentives for directors and managers
- Approaches to corporate governance and how these relate to the agency problem in business

5.3 *Critically evaluate the role of corporate finance in mergers and acquisitions and the market for ownership and control in a globalised environment*

- The role of corporate finance in mergers and acquisitions and the market for ownership and control in a globalised environment
- The need to align corporate finance activities with strategic objectives and strategic environment



Advanced Project Management

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

This unit will build on the fundamental principles covered in the Level 4 Project Management unit and enable you to develop knowledge of the advanced principles, practices and techniques vital to the successful leadership and commercial management of complex projects.

Projects can range from civil construction works, through new information technology and internet-based systems and the outsourcing/offshoring of work previously tackled in-house, to the launch or re-engineering of products, services and processes. All projects should be aligned with the overall strategic objectives of the organisation.

Projects are a constant feature of organisations and the need for effective project management is essential. Employers confirm that staff with precisely this type of practical knowledge and skills are consistently hard to recruit and retain. Experience and the application of knowledge is always a key factor in project management and a key priority throughout the unit will be for you to be able to apply tools and techniques to realistic scenarios in order to effectively lead current and future strategic projects.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>
1. Critically analyse the organisational and strategic management issues concerned with project and programme management (Weighting 25%)	1.1 Evaluate the difference between project and programme management and the alternative contracting options available 1.2 Assess how the structure of an organisation can impact on the performance of project/programme management 1.3 Analyse the external business and competitive environment within which a project/programme is undertaken. 1.4 Assess the strategic fit between major projects and corporate business strategy
2. Analyse the importance of the human aspects of project management, including leadership, management, teamwork, knowledge management and communication (Weighting 25%)	2.1 Compare and contrast leadership theories and their application to project management 2.2 Critically discuss aspects of teamwork relating to the successful management of projects 2.3 Evaluate the various methods of communication that could be used by an effective project manager 2.4 Critically evaluate the principles of knowledge management and organisational learning to projects
3. Critically discuss the strategic responsibilities of a project/programme manager (Weighting 25%)	3.1 Develop an appropriate business case for a project 3.2 Discuss considerations in the management of resources and budgets 3.3 Evaluate approaches for the identification and management of project/programme risks 3.4 Discuss approaches to monitoring project/programme delivery against milestones 3.5 Critically discuss the meaning and importance of benefits realisation
4. Critically review the role of partnerships in project management (Weighting 25%)	4.1 Review the role of partnerships in project management 4.2 Critically discuss the characteristics of an effective project partnership 4.3 Analyse how to monitor and manage project partnerships through to conclusion



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Strategy and project management	Awareness of the difference between project management and programme management and how a project or programme is influenced by the wider business strategy and structure <i>Strategic management, external analysis, performance management, contracting, business structures</i>
Element 2 - Human aspects of project management	Ability to apply theories of leadership to project/programme management Critical understanding of the human aspects of project management, such as teamwork and communication, and their critical importance to the success of a project <i>Leadership, teamwork, project management, communications, knowledge management, organisational learning</i>
Element 3 – Project planning and benefits realisation	Knowledge of the strategic responsibilities of the project/programme manager Ability to develop a business case appropriate to a project Ability to plan and monitor a project/programme, including managing resources and budgets, assessing and managing risks, and monitoring progress <i>Strategy, responsibility and accountability, developing a business case, budget management, risk management, performance management</i>
Element 4 - Partnerships	Critical understanding of the role of partnerships in project management and the ability to assess when it may be appropriate to use partners <i>Critical thinking, partnerships, relationships management, monitoring, handling conflict, handling partnership termination</i>

Localisation

A significant advantage of studying project management is that the core principles, tools and techniques generally transcend all international boundaries and the basic concepts covered on this module are largely unaffected by the specifics of the local business environment.



Indicative Content

1. Critically analyse the organisational and strategic management issues concerned with project management (Weighting 25%)

1.1 Evaluate the difference between project and programme management and the alternative contracting options available

- Project vs programme management strategy and approach
- Commercial relationships with main contractors
- Project staffing strategies: inhouse/contract staff

1.2 Assess how the structure of an organisation can impact on the performance of project management

- Functional structures
- Pure-project structures
- Mixed structures
- Matrix structures

1.3 Analyse the external business and competitive environment within which a project is undertaken.

- Political, environmental, social, technological, legal and environmental (PESTLE) factors
- Resource and time constraints
- Strategic fit with prevailing business and competitive environment

1.4 Assess the strategic fit between major projects and corporate business strategy

- Project alignment with organisational mission, vision, values and objectives
- Tools for assessing alignment of major projects to corporate business strategy, e.g. SWOT analysis, 5M Framework (money, machinery, methods, materials, manpower)

2. Analyse the importance of the human aspects of project management, including leadership, management, teamwork, knowledge management and communication (Weighting 25%)

2.1 Compare and contrast leadership theories and their application to project management

- Kotter: leadership vs management
- MacGregor Theory X and Theory Y
- Elton Mayo: the human relations approach and implications of the Hawthorne experiments
- Fiedler: the contingency approach
- Blake and Mouton: the two dimensions
- Tannenbaum and Schmidt: continuum

2.2 Critically discuss aspects of teamwork relating to the successful management of projects

- Leading and managing projects
- Effective teamwork theories applied to projects, Belbin, Tuckman
- Leading and Managing the virtual project team



2.3 Evaluate the various methods of communication that could be used by an effective project manager

- Synchronous and asynchronous communication methods
- Online communication tools and applications
- Electronic systems (hardware/software)

2.4 Critically evaluate the principles of knowledge management and organisational learning to projects

- Knowledge management and links to project management good practice
- Disseminating lessons learned for future projects
- 'The learning organisation' (Senge)

3. Critically discuss the strategic responsibilities of a project/programme manager (Weighting 25%)

3.1 Develop an appropriate business case for a project/programme

- Roles and responsibilities in a typical project/programme structure
- Role and purpose of the business case
- Typical structure and contents

3.2 Discuss considerations for the management of resources and budgets

- Resource identification and planning (people, equipment, premises, finance)
- Budget creation and management

3.3 Evaluate approaches for the identification and management of project/programme risks

- Potential project risks
- Process of evaluating and managing risks

3.4 Discuss approaches to monitoring project/programme delivery against milestones

- Models for monitoring project/programme performance against milestones, including RAG rating
- Performance management and escalation

3.5 Critically discuss the meaning and importance of benefits realisation

- Defining benefits (tangible and intangible)
- Managing benefits
- The benefits management and evaluation process



4. Critically review the role of partnerships in project management (Weighting 25%)

4.1 *Review the role of partnerships in project management*

- Role and use of partners
- Types of project partnerships
- Benefits and challenges of project partnerships

4.2 *Critically discuss the characteristics of an effective project partnership*

- Shared vision and mission
- Defined roles and responsibilities
- Partnership agreement
- Communication methods
- Shared resources
- Mutual benefits
- Leadership

4.3 *Analyse how to monitor and manage project partnerships through to conclusion*

- Models of partnership evaluation
- Managing conflict (Kilman: Conflict Mode Instrument)
- Approaches to partnership termination, including early exit



Strategic HRM

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

The influences of wider external pressures and developments such as globalisation, technology, demographics and shifting social expectations have all led to changes in the workplace. Workplaces are now more diverse with traditional models of working and employment giving way to more flexible forms of organisation and operation. There is an ongoing and increasing pressure for competitive edge and to maximise the value created by an organisation's employees alongside an increasing recognition of the need to protect and maintain ethical and fair working practices. A range of research evidence has demonstrated the link between effective strategic human resource management (SHRM) and organisational performance.

This unit will explore the impact of these wider changes and how this has led to debates about HR's role and contribution at a strategic level. Evidence on the contribution afforded by a strategic approach on both organisational and employee performance will be evaluated, identifying the features and benefits of adopting an aligned and focused approach. The impact of this on the role, responsibilities and a range of HR practices, including the acquisition, management and development of the human resource, will be considered.

The unit concludes with an exploration of the supporting and facilitating role played by HR in managing organisational change as well as considering wider developments and trends which are likely to shape the workplace and their implications for the role of HRM functions and strategies in the future.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes	Assessment Criteria
1. Analyse the role and importance of a strategic approach to HR management (Weighting 20%)	<ul style="list-style-type: none">1.1 Assess the nature, aims and characteristics of a strategic approach to people management in relation to organisational success1.2 Critically analyse the concept of strategic alignment and its implications on practice and delivery of SHRM1.3 Critically analyse evidence on the link between HR practices and organisational achievement1.4 Evaluate the major theoretical approaches to SHRM
2. Assess the role of the HR function in providing frameworks and practices to improve organisational and employee performance (Weighting 20%)	<ul style="list-style-type: none">2.1 Evaluate the factors impacting on the changing role of HR in organisations2.2 Assess the impact of perception and expectations on the delivery of, and contribution made by, SHRM2.3 Assess the main frameworks and models developed to analyse the role of the HR function2.4 Analyse the suitability and implications of different structural arrangements for HR service delivery across a range of organisational contexts
3. Critically evaluate a range of HR strategy formations within specified contexts (Weighting 20%)	<ul style="list-style-type: none">3.1 Analyse the process, content and issues associated with HR strategic formation3.2 Analyse the implications of contextual factors on the choice of approaches to HR and HR strategies
4. Assess the appropriateness of a range of HR strategies and their application within specified organisational contexts (Weighting 20%)	<ul style="list-style-type: none">4.1 Critically assess the role of HR in talent acquisition, development management and retention4.2 Critically assess the concept of HR development (HRD) and its relationship with organisational success4.3 Evaluate the approaches to managing employee relations and the factors influencing different choices4.4 Appraise the contribution of HR strategies in managing organisational performance4.5 Appraise the role of HR in promoting and facilitating successful organisational change
5. Critically evaluate contemporary perspectives and debates on SHRM in order to develop insights into the changing nature of the profession (Weighting 20%)	<ul style="list-style-type: none">5.1 Review and evaluate contemporary research and debates5.2 Analyse a range of contemporary issues affecting the practice of SHRM, justifying potential solutions and approaches



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - The emergence of a strategic dimension to people management	<p>Ability to align HR strategies and approaches with, and in support of, organisational direction and business strategy</p> <p>Ability to evaluate and make recommendations for improvements to functional performance, selecting appropriate forms of measurement</p> <p>Critical understanding of different perspectives and approaches to the delivery of SHRM which can be applied in context</p> <p><i>Strategic thinking, reasoned judgements, recommending improvements, analysis</i></p>
Element 2 - The global context of SHRM	<p>Ability to promote ethical approaches to work and management of employees within the workplace</p> <p>Ability to manage ethical issues to protect the organisation's reputation and respect its obligations</p> <p>Appreciation of the wider contextual influences affecting the delivery of SHRM within a global context</p> <p>Ability to scan the wider labour market (locally, nationally and internationally) in order to proactively inform the development of HR strategies</p> <p>Ability to communicate and manage effectively and sensitively in a cross cultural context</p> <p><i>Adoption of ethical practices, managing people, external and internal analysis, communication, cross-cultural sensitivity</i></p>
Element 3 - Developing and implementing HR strategies	<p>Ability to develop appropriate HR strategies in support of organisational goals</p> <p>Ability to maintain a strategic perspective when identifying HR solutions within the organisation</p> <p>Ability to communicate proposals clearly and with reason</p> <p><i>Strategy development, critical thinking, analysis, problem-solving, decision-making, leadership and management, communication, persuasion, accuracy</i></p>
Element 4 - The use and application of a range of HR strategies to improve employee and organisational performance	<p>Ability to contribute to the shaping of organisational practice and strategies</p> <p>Ability to develop appropriate approaches to improve employee and organisational performance</p> <p><i>Strategic thinking, analysis, improving employee and organisational performance, leadership and management</i></p>
Element 5 - Contemporary issues affecting SHRM	<p>Awareness of current trends, challenges and best practice in the wider HR field and ability to selectively draw upon research and evidence in furthering own and organisational HR practice</p> <p>Ability to adopt an inquiring mindset in keeping abreast of trends and debates</p> <p><i>Critical thinking and debate, awareness of current trends and issues, best practice, gathering and interpreting research data</i></p>

Localisation



It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

Managing HR takes place not just within an organisational context (where forms of ownership, business strategy, culture and expectations will all impact) but must also work within the confines of any legal requirements (which will vary from country to country) as well as operating within cultural and social expectations of the country based in. Learners are expected to consider the application and suitability of wider trends and practices to their own settings and should be able to support their reasons for either adoptions, alteration or rejection of practices based upon situational factors and organisational strategy

Learners should take into account the following when preparing for their assessment:

- The structure, culture, size, vision and mission of the organisation they are working for
- The local culture and how this impacts on employee and stakeholder expectations
- Availability of resources
- Feasibility and suitability of practices within their specific setting.



Indicative Content

1. Analyse the role and importance of a strategic approach to HR management (Weighting 20%)

1.1 Assess the nature, aims and characteristics of a strategic approach to people management in relation to organisational success

- The concept of strategy: strategic intent, strategic capabilities and competitive advantage; assessing the implications for the HR function of each of these
- Developments in SHRM and definitions: to include those focused on differences between personal management, HRM and SHRM and those which focus on SHRM as a concept linking management and deployment of individuals
- Features, aims and characteristics of SHRM and how each impact on organisational success.
 - Features including planning and focus on longer-term, matching activities to strategies, the concept of a resource to be managed for competitive advantage
 - Characteristics: hard vs soft HRM (Storey 1989), integrated process (Walker 1992)
 - Aims: contribution to organisational success, focus on longer term, balancing of hard and soft elements

1.2 Critically analyse the concept of strategic alignment and its implications on practice and delivery of SHRM

- Relationship with strategy and competitive advantage: types of strategy, approaches to strategy, evaluation of role of vision and mission (all applied with the HR context)
- Vertical and horizontal alignment of HR and organisational strategy: meaning and process, benefits of, impact on HR activities and focus, conflicts
- Fit with business strategy and implications/issues associated with different business strategies
- Linking HR with competitive strategies (Porter 1985), Schuler and Jackson (1987) Miles and Snow (1978)

1.3 Critically analyse evidence on the link between HR practices and organisational achievement

- Evidence of link between HR and organisational achievement (research evidence including Huselid 1995, West et al 2002, Purcell 2003)
- Measuring the strategic contribution and value of SHRM, approaches including balanced scorecard (Kaplan and Norton 1988) and benchmarking, practicalities of measuring (what and how to measures), applicability to different settings
- Human capital management and reporting: drivers for, benefits, barriers to, impact on HR practices and approaches

1.4 Evaluate the major theoretical approaches to SHRM

- Models: universalist best practice (Pfeffer 2005) vs contingency (best fit) Harvard model, Ulrich's HR champion model (1997) and updated model (2005), resource-based view of the firm (Barney 1991)
- Benefits and critiques of each application



2. Assess the role of the HR function in relation to the changing nature of work and the workforce in providing, organising and delivering HR services in different organisational contexts

2.1 Evaluate the factors impacting on the changing role of HR in organisations

- Historical trends and influences (evolution) of HR as a response to environmental changes and expectations
- Impact of the changing nature of work and the workforce
- Differences between personnel, HRM and SHRM

2.2 Assess the impact of perception and expectations on the delivery of, and contribution made by, SHRM

- Stakeholder interests and expectations: shareholders, managers, employees, employee organisations, government
- Balancing tensions in the delivery of HR

2.3 Assess the main frameworks and models developed to analyse the role of the HR function

- Typologies of HR functional roles: Legge's HR innovator model (1978), Tyson and Fell's building site model (1986), Storey's tactical/strategic model (1992), Ulrich's HR champion model (1997)

2.4 Analyse the suitability and implications of different structural arrangements for HR service delivery across a range of organisational contexts

- Structural choices: three-legged functional design (Ulrich 1997), functional, geographical, embedded or hybrid models; implications of each model, in terms of where responsibilities for HR lie, how HR is delivered, suitability to different organisations, barriers
- Advantages and disadvantages of outsourcing all or aspects of HR, working with an outsourced provider
- Role of senior management / board of directors

3. Critically evaluate a range of HR strategy formations within specified contexts (Weighting 20%)

3.1 Analyse the process, content and issues associated with HR strategic formation

- Defining HR strategy
- Levels of HRM systems (Becker and Gerhart 1996): system architecture, policy alternatives and practices
- HR strategy content; influences of context and organisational imperatives, links with strategies of competitive advantage (Porter); importance of horizontal alignment and internal consistency; employment modes (Lepak and Snell 1999): commitment-based HR, productivity-based HR, compliance-based HR and collaborative-based HR
- HR strategy process: how strategy is developed, who is involved
- HR strategy implementation: the role of line managers, ensuring fit (Gratton and Truss 2003 three-dimensional people model)

3.2 Analyse the implications of contextual factors on the choice of approaches to HR and HR strategies

- Situational factors e.g. characteristics of local workforce and labour market, organisational culture and social context and their impact on the delivery of SHRM and the achievement of its objectives
- The forces shaping the HR agenda both internally and externally and how these impact on choices made
- The implications of organisation structure on HR strategy and practice



4. Analyse the appropriateness of human resource management approaches in different organisational contexts (Weighting 20%)

4.1 Critically assess the role of HR in talent acquisition, development management and retention

- Resourcing strategies: HR planning, retention and talent management; contribution, best practice
- Concepts of employer of choice, employer branding (Price 2004) and employee value propositions (EVP); characteristics of each, practices associated with, benefits and issues

4.2 Critically assess the concept of HR development (HRD) and its relationship with organisational success

- Defining HRD, its contribution to SHRM and components
- Organisational development vs individual development, knowledge management
- Organisational learning: aims, process and principles (Harsin 1997, learning culture/organisation (Senge 1990), principles of a learning organisation

4.3 Evaluate the approaches to managing employee relations and the factors influencing different choices

- Aims and objectives of employee relations
- Perspectives on the employment relationship and their associated implications for HR approach and practice: unitarism vs pluralism (Fox 1974), collectivism vs individualism (Purcell and Ahlstrand 1994)
- Employee involvement and participation strategies including employee voice strategies
- Employee engagement: meaning of and types of engagement (intellectual, affective, social; Alfes 2010) benefits, drivers of engagement, implications for HR

4.4 Appraise the contribution of HR strategies in managing organisational performance

- Performance management: definition and purpose, scope, process and approaches
- Strategies for improving performance at organisational, team and individual levels; maintenance, development or transformational
- Culture management

4.5 Appraise the role of HR in promoting and facilitating successful organisational change

- Types of change: organisational, transformational, incremental
- HR roles in change: Alfes et al (2010) model of HR roles in managing change, managing individual responses (DREC cycle) communication during change, managing contractual and political issues

5. Critically evaluate contemporary perspectives and debates on SHRM in order to develop insights into the changing nature of the profession (Weighting 20%)

5.1 Review and evaluate contemporary research and debates

- E.g. recent developments in professional body research and trends in a local context

5.2 Analyse a range of contemporary issues affecting the practice of SHRM, justifying potential solutions and approaches

- E.g. diversity and cultural management / equal opportunities, downsizing, mergers and acquisitions (M+A) and its strategic implications, work-life balance



Organisational Design, Development and Performance

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

An organisation is a group of people working together to achieve specific goals. The way an organisation is designed, and then the way it develops to address the challenges it faces, helps to determine whether the organisation will be successful. In this unit, the focus is on understanding the different ways that organisations design the process of organisational development and the link between this and organisational performance.

On completion of this unit, you will be able to analyse and evaluate the theoretical bases of organisational design, and decide on the appropriate design for different organisations. You will be able to reflect on the impact of the organisational design on the individual employee and report on any needs to develop and change the organisation.

You will be able to analyse and predict the need to make interventions to develop organisations. You will understand the process of identifying problems that have occurred in the design of an organisation, and solving those problems. You will be equipped with the skills required to manage change processes, and you will be able to critically reflect on the outcome of an organisation intervention resulting in change.

Furthermore, you will be able to synthesise the design and development of an organisation with the overall performance outcomes. In doing this, you will define success of the organisation and reflect on any barriers that occur in achieving that success.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes	Assessment Criteria
1. Critically evaluate the concept of organisational design to evaluate the performance of the organisation (Weighting 20%)	1.1 Analyse the theoretical basis of organisational design 1.2 Compare and contrast models and tools used to manage the organisational design process 1.3 Critically evaluate the different structures used in an organisation
2. Analyse the impact of external and internal factors on organisational performance (Weighting 20%)	2.1 Analyse the impact of external factors on the success of the organisation 2.2 Analyse the impact of internal factors on the success of the organisation 2.3 Analyse the influence of external and internal factors on the design of the organisation
3. Critically evaluate the theoretical and practical basis of organisational development to allow development of appropriate strategies (Weighting 20%)	3.1 Evaluate the theoretical basis of organisational development 3.2 Analyse the process of organisational development 3.3 Appraise the role of the employee in effective organisational development
4. Critically assess the success of an organisation by defining acceptable and excellent performance (Weighting 20%)	4.1 Critically discuss the concept of success in an organisation 4.2 Critically review models of organisational change 4.3 Analyse the link between management of change and successful performance of an organisation
5. Compare and contrast strategies of organisational development to achieve successful organisational performance (Weighting 20%)	5.1 Justify the implementation of strategies to improve organisational performance 5.2 Assess the impact of development strategies on the success of the organisation



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Organisational design	Critical understanding of the basis for organisational design and why it is important to successful business organisations Knowledge of tools used to manage the design process Knowledge of different organisational structures <i>Critical thinking, organisational design, processes</i>
Element 2 - External and internal factors and their impact on the organisation	Ability to analyse the internal and external environment to identify different factors and the impact they have on the organisation and why those impacts occur <i>Internal and external analysis, critical thinking, environmental scanning and stakeholder mapping, management styles</i>
Element 3 - Organisational development	Critical understanding of the theoretical basis for organisational development and an ability to apply theory to practical situations Understanding of the organisational development process <i>Critical thinking, principles of organisational development, stakeholder management</i>
Element 4 - Defining successful performance of the organisation and managing change	Critical understanding of the concept of success as a basis for achieving success in reality Ability to identify and implement organisational performance indicators and use techniques such as balanced scorecard and target setting Ability to manage change and resistance to change, understanding the different theoretical models of change <i>Critical thinking, organisational performance, target setting, use of tools and models, change management</i>
Element 5 - Implementing successful organisational development strategies	The ability to lead on organisational development activities, taking a strategic role <i>Strategic leadership, strategy development and implementation, objective setting, continuous improvement, communications, stakeholder buy-in, evaluating strategy impact</i>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You need to think about the different types of organisation in different countries, and hence the different design issues that might apply.



Indicative Content

1. Critically evaluate the concept of organisational design to evaluate the performance of the organisation (Weighting 20%)

1.1 Analyse the theoretical basis of organisational design

- Design theory: specifically scientific management, systems theory and complexity theory
- The nature of the organisation: the strategy, processes and systems

1.2 Compare and contrast models and tools used to manage the organisational design process

- Organisational design models and tools including: Galbraith 5 Star Model, McKinsey 7S model, Burke-Litwin Causal model
- Physical aspects of organisational design: health and safety, environment, well-being
- Psychological aspects of organisational design: engagement, skill, communication, employee relationships

1.3 Critically evaluate the different structures used in an organisation

- Different organisational structures: formal and informal, hierarchical, flat
- Different ways of structuring an organisation: divisional, functional, matrix, network, cluster
- Virtual organisations

2. Analyse the impact of external and internal factors on organisational performance (Weighting 20%)

2.1 Analyse the impact of external factors on the success of the organisation

- External factors: explored using the PESTLE framework, looking at the impact of the different factors on the success of the organisation (political, economic, social, technical, legal, environmental)
- Methods of understanding the external environment, for example environmental scanning and stakeholder mapping
- The impact of external factors on decisions made about organisational design
- The need for organisations to be adaptable to respond to external factors

2.2 Analyse the impact of internal factors on the success of the organisation

- Internal factors: explored using the prioritised SWOT framework (strengths, weaknesses, opportunities, threats)
- Culture: specifically looking at power culture, role culture, task culture, person culture, and the impact on the success of the organisation

2.3 Analyse the influence of external and internal factors on the design of the organisation

- Different styles of management (e.g. autocratic, democratic, laissez-faire) and the impact on organisational design
- The link between HR policies and procedures and successful organisational design



3. Critically evaluate the theoretical and practical basis of organisational development (Weighting 20%)

3.1 Evaluate the theoretical basis of organisational development

- Theories of organisational design: behavioural science, social psychology, motivational theories, systems theory, learning theory
- Organisational development principles: humanistic, democratic, client-centred
- Closed and open systems

3.2 Analyse the process of organisational development

- The stakeholders in the organisation and their role and intervention in organisational development
- The phases of organisational development: evaluation, diagnosis, intervention, evaluation

3.3 Appraise the role of the employee in effective organisational development

- Different roles of employees, for example leader, adviser, challenger, resource investigator, implementer
- Competencies required to achieve effective organisational development, for example finance skills, IT skills, data analysis

4. Critically assess the success of an organisation by defining acceptable and excellent performance (Weighting 20%)

4.1 Critically discuss the concept of success in an organisation

- Defining success: different focus in different sectors (e.g. voluntary sector does not have the success criteria of profitability)
- Key performance indicators (e.g. financial measures, people-related measures such as absenteeism and employee turnover)
- Use of techniques such as the balanced scorecard
- The process of target setting

4.2 Critically review models of organisational change

- Models of change e.g. Lewin's 3 stage model, Kotter's 8 stage model
- The impact of diversity on change
- Managing resistance to change

4.3 Analyse the link between management of change and successful performance of an organisation

- The role of action learning, with particular reference to the work of Revans
- The impact of strategy, culture and leadership on the definition of success
- The impact of ethics on decision-making in the change process



- Identifying business objectives and linking development strategies to the business objectives
- The process of developing a strategy
- Comparison between ongoing continuous improvement and specific organisational development strategies
- The use of continuous improvement approaches, such as Kaizen

- Communicating an organisational development strategy to the organisation
- Seeking commitment of key stakeholders
- Methods to evaluate the impact of an organisational development strategy



Contemporary Developments in Global HRM

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

This unit focuses on developments in this global context of HRM. You will explore existing and emerging models of HRM and will consider the impact of the global environment on these models including international policy, law and regulation.

You will also consider the concept of globalisation and its effect upon international management practices. You will evaluate trends in demography, social and technological changes and the way in which these shape and influence HR strategies and practices in rising to both challenges and opportunities. This is an opportunity to consider the future trends of globalisation and their impact upon the world of work and the HR function.

You will utilise your understanding of HRM in an international context to explore the challenges involved in cross-border managing an international HR function including the consideration for staff working across international boundaries.

Furthermore, you will understand the tools and techniques required to develop high performing, integrated cross-cultural teams.

The unit will end with a consideration of the emerging trends in a global context; recent events such as Brexit and mass migration in the world indicate radical political and economic changes in the future and there will be debate on how this affects HRM.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcome	Assessment Criteria
1. Critically analyse the concept of globalisation and its effect on the internationalisation of management (Weighting 20%)	<ul style="list-style-type: none">1.1 Critically analyse the concept of globalisation and consider economic globalisation within the context of cultural, social, political and technological change1.2 Analyse the main aspects of globalisation and its implications for international management1.3 Critically examine the different levels of analysis for understanding management action in multinational companies
2. Critically evaluate international strategy and organisational structure in international companies (Weighting 20%)	<ul style="list-style-type: none">2.1 Evaluate the nature of the transnational strategy and structure and the challenges of putting it into practice2.2 Evaluate the political dimension to cross-border mergers and acquisitions
3. Critically appraise the challenges involved in managing an international HR function and transnational workers (Weighting 20%)	<ul style="list-style-type: none">3.1 Critically examine the features of a host environment that require practices to be tailored to fit local conditions3.2 Appraise the possible ways in which practices may operate within and across a multinational corporation (MNC)3.3 Analyse the benefits and challenges facing a transnational worker
4. Critically discuss the process of integrating cross-cultural teams (Weighting 20%)	<ul style="list-style-type: none">4.1 Critically review cross-cultural models4.2 Critically review cross-cultural integration processes
5. Apply existing and emerging models of HRM within a global context and consider the influence of international policy, law and regulation (Weighting 20%)	<ul style="list-style-type: none">5.1 Evaluate globalisation and aligning HR strategy and plans5.2 Analyse globalisations innovative and best practices5.3 Assessing the challenges for HRM in the global world



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit include:

Element of learning	Key capabilities developed
Element 1 - Globalisation and internationalisation of management	Critical understanding of the concept of globalisation and the subsequent impact on the internationalisation of management <i>Critical thinking, global strategy, leadership and management, awareness of contemporary issues</i>
Element 2 - International strategic intentions	Ability to evaluate strategic intentions of organisations and the challenges involved in cross border mergers and acquisitions <i>Critical thinking, global strategy, problem-solving, political and cultural considerations</i>
Element 3 - Managing internationally	Ability to analyse the challenges of managing internationally and critically reflect upon their own managerial skills to operate in multinational companies <i>Reflection and self-development, leadership and management, cultural considerations, environmental scanning and analysis, ethical issues</i>
Element 4 - Integrating cross-cultural teams	Ability to identify the potential issues in cross-cultural teams and to suggest resolutions through appropriate cross-cultural models and integration processes <i>Cross-cultural management, cultural sensitivity, leadership and management</i>
Element 5 - Emerging HRM models within global context	Ability to synthesise a variety of trends in current political/economic theory to establish emerging HRM models in a complex global context <i>Critical thinking, analysis, problem-solving, decision-making, strategic leadership and management, awareness of new and emerging HRM models</i>

Localisation

This unit is intended to review global issues and their impact upon organisations wishing to operate internationally; therefore, you will be required to consider global issues and challenges affecting organisations and the role of HR in supporting cross national business activity. However, you may be required to consider some of the issues such as legal requirements and cultural environment and how these would support or limit internationalisation.

You should take into account the following when preparing for your assessment:

- Local cultural influences and how these affect cross-cultural team working



Indicative Content

1. Critically analyse the concept of globalisation and its effect on the internationalisation of management (Weighting 30%)

1.1 Critically analyse the concept of globalisation and consider economic globalisation within the context of cultural, social, political and technological change

- Definition of the term globalisation and the areas in which it operates i.e. communications, markets, production, finance, currency, organisations, ecology and consciousness
- Examination of technological, psychological, political and economic change and the impact upon organisations as a result of globalisation
- Examination of the criticisms of globalisation including social and economic factors e.g. increase in social tensions and inequalities, lack of class mobility, homogeneity of culture
- Role of International Monetary Fund (IMF), world bank and other transnational institutions

1.2 Analyse the main aspects of globalisation and its implications for international management

- Developments in economic globalisation
- Convergence and divergence of national, regional and global trends in HRM
- Globalisation and changes in national business systems

1.3 Critically examine the different levels of analysis for understanding management action in multinational companies

- Globalisation effect upon management action and working with and in complex situations
- Practices of managers within MNCs
- Managerial skills in operating within international, regional and local environments
- Ethical issues that surround international HRM

2. Critically evaluate international strategy and organisational structure in international companies (Weighting 20%)

2.1 Evaluate the nature of the transnational strategy and structure and the challenges of putting it into practice

- The forces on managers in international firms: Bartlett and Ghoshal (1998)
- Forms that organisations take to achieve its international strategy: multinationals, global, international, transnational

2.2 Evaluate the political dimension to cross border mergers and acquisitions

- The importance of organisational politics in multinational companies (MNCs)
- Challenges to mergers and acquisitions: due diligence, human capital audits
- Stakeholder analysis and their political influences within different scenarios: cost cutting, appointment of senior teams, restructuring



3. Critically appraise the impact of organisational practices on the business environment

3.1 Critically examine the features of a host environment that require practices to be tailored to fit local conditions

- The legal, institutional and cultural influences: local custom and practice
- Organisational infrastructure and employee readiness to change: business systems, employee skills and attitude

3.2 Appraise the possible ways in which practices may operate within and across a multinational corporation (MNC)

- The process of diffusion and organisational readiness for change
- Formal and informal ways of influencing behaviour: international assignments, developing a corporate culture

3.3 Analyse the benefits and challenges facing a transnational worker

- Career management practices: selecting and training transnational managers
- Transnational challenges: travel and burnout, cultural and ethical sensitivity, legislation and language abilities

4. Critically discuss the process of integrating cross-cultural teams. (Weighting 20%)

4.1 Critically review cross-cultural models

- Critically review cross cultural models: Hofstede's model of cultural dimensions (1991), Fons Trompenaars' (1993) model of national differences, Lewis model (1996)

4.2 Critically review cross-cultural integration processes

- Developing similar organisational cultures: the role of HR and HRM in preventing culture clash
- Developing cross-cultural communications: cross-cultural communication strategy, communication in developing norms and values, communication technology
- Developing cross-cultural collaboration and innovation practices: knowledge management practices, employee voice, recognition and reward practices



5. Apply existing and emerging models of HRM within a global context and

5.1 Evaluate globalisation and aligning HR strategy and plans

- Top-down process vs bottom-up processing and emergent processes as a result of complexity and change within global markets: the alignment of HR strategy in a global context or bottom-up processing based on local markets top-down models include Quinn (1980), Mintzberg (1987), vs emergent strategies (Lynch, 1997) and living strategies (Stern, 2009)

5.2 Analyse globalisations innovative and best practices

- Evaluating organisational models as a strategy for diagnosis and interventions: traditional and contemporary organisational structures in MNC's, static organisation design models such as McKinsey 7S model (Waterman, 1980) vs dynamic models of organisational design (Burke and Litwin, 1992) and ecological models of organisation design (McMillan, 2000) and (Ulrich et al, 2002)
- Innovation and best practices such as global partnering, global process technology, world class manufacturing solutions

5.3 Assessing the challenges for HRM in the global world

- Economic growth and disturbance in the world: Brexit, migration
- Gen X, Y and Z changing global landscape and its impact upon HRM strategy
- Growth of technology in relation to HR systems and operating globally, training and development, working practices etc.



Strategic Marketing

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

In today's increasingly dynamic and complex global environment, strategic marketing is an essential management and leadership competence to guide senior management in making business decisions. This unit will illustrate the scope of marketing strategy and how it fits in with the wider corporate and business strategy of an organisation, including building sustainable competitive advantage and long-term shareholder value.

The purpose of this unit is to evaluate the role of strategic marketing as a function of an organisation, and how it interrelates with other functions, and to determine its impact in terms of how a marketing philosophy can inform corporate strategy. The unit will also focus on how marketing performs an operational role in achieving corporate objectives.

The unit will give you a strategic perspective of marketing management with respect to the analysis, planning, implementation and control of marketing activities, including the use of metrics to measure, monitor and improve performance in addition to their role within strategic decision-making.

Given the global nature of business, this unit will also promote a critical understanding of the marketing challenges faced by firms attempting to develop and grow in international markets and the means by which corporate marketing strategies can be deployed in the search for sustainable competitive advantage.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes	Assessment Criteria
1. Critically evaluate the factors that underpin marketing as a key strategic factor in organisational performance (Weighting 20%)	1.1 Evaluate the ideas underpinning a market orientation approach and the marketing concept 1.2 Appraise the characteristics of market-driven strategies
2. Critically review relevant marketing theories, conceptual models and frameworks in the development of marketing strategies, including international marketing strategy (Weighting 30%)	2.1 Recommend methods to analyse the macro-environment and develop a strategic vision 2.2 Critically evaluate the role of market segmentation and competitive positioning
3. Develop implementation plans and management control mechanisms to support a marketing strategy (Weighting 15%)	3.1 Appraise the nature of control and critically evaluate different approaches to the control process 3.2 Critically evaluate the importance of implementation as part of the overall process of planning and control and assess the problems in implementing marketing plans
4. Justify, using evidence, the application of marketing within an organisational context in relation to the goal of enhancing long-term shareholder value (Weighting 15%)	4.1 Appraise the use of organisational resources in achieving sustainable competitive advantage 4.2 Critically analyse different approaches in implementing the marketing plan
5. Evaluate a range of resources to understand and resolve organisational marketing related problems (Weighting 20%)	5.1 Analyse the implementation challenges present in strategic marketing 5.2 Evaluate future trends and challenges for the future of strategic marketing



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Understanding market-led strategic management	Critical understanding of the role of strategic marketing in the achievement of business objectives and organisational success <i>Commercial awareness, cultural awareness, globalisation</i>
Element 2 - Designing market-driven strategies	Ability to analyse the macro environment to support the development of a strategic vision Ability to carry out market segmentation and competitive positioning activities at a strategic level <i>Leadership, managerial capacity, decision-making, communication, project planning, strategy development, objective setting, use and analysis of data</i>
Element 3 - Measuring the impact of marketing strategy	Ability to measure the impact of a marketing strategy based on the implementation of planning and controls <i>Planning and objective setting, milestones, monitoring and control</i>
Element 4 - Creating sustainable competitive advantage	Ability to justify the use of marketing as a strategic activity with the aim of achieving sustainable competitive advantage Ability to analyse and select appropriate approaches to implementing the marketing plan <i>Judgement, ability to synthesise complex data, risk management, persuasion and negotiation</i>
Element 5 - Implementing the strategy	Ability to identify challenges to the implementation of a marketing strategy and to the future of strategic marketing <i>Communicate business solutions and the thinking underlying them, in verbal and written form</i>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

The learning outcomes give you a strategic perspective of marketing management with respect to the analysis, planning, implementation and control of marketing activities within your own local organisations and local business environment.

You should therefore take into account the following when preparing for your assessment:

- The structure and nature of the organisation you work within and how this is changing with emerging business practices
- The influence of local culture and socialisation on business norms
- Local employment rules, regulations and legislation
- The availability of technology and internet speeds to facilitate collaborative working using technology



2. Critically evaluate the factors that influence the development of a key strategic marketing strategy and its impact on organisational performance (Weighting 30%)

1.1 Evaluate the ideas underpinning a market orientation approach and the marketing concept

- Principles of strategic marketing: definitions of marketing, identifying customer needs, defining target market segments, creating differential advantage, the marketing mix (7Ps)
- Stakeholders and their influence on marketing strategy: understanding internal stakeholders, external stakeholders, marketplace stakeholders, influences on an organisational mission statement and organisation's purpose
- The role of marketing within strategic management and corporate objectives: the management process, defining strategy, strategic analysis, strategic choice, strategic implementation

1.2 Appraise the characteristics of market-driven strategies

- Market-driven strategies: generic strategies; Porter's Generic Strategy - differentiation, focus, cost leadership, strategies for market leaders, strategies for market nichers, strategies for market challengers, strategies for market followers, the 3 C's of marketing strategy
- Organisational capabilities including identifying the organisation's relative strengths and weaknesses, identifying the skills and collective learning within an organisation, organisational processes used to deploy assets in marketplace, evaluating levels of investment available, identifying potential means to best leverage the organisation's capabilities
- Competitors: identifying who the main competitors are, assessing competitor strategies and identifying which strategies are being pursued, evaluating competitor strengths and weaknesses, appraising how competitors might develop over time
- Customers: identifying customer types, evaluating when, where and how they buy, evaluating how current markets are segmented, assessing future segmentation options
- Drivers of competitiveness: Porter's Five Forces (1980), portfolio approaches, global focus

2. Critically review relevant marketing theories, conceptual models and frameworks in the development of marketing strategies, including international marketing strategy (Weighting 30%)

2.1 Recommend methods to analyse the macro-environment and develop a strategic vision

- Developing a strategic vision and marketing objectives: mission statements, the link between vision, strategy and values, vision and defining objectives
- The nature of corporate objectives: business scope, business orientation, business organisation, public responsibility and performance evaluation, recognising competitors' objectives, the link between corporate objectives and marketing objectives
- Marketing objectives: SMART objective criteria (specific, measurable, achievable, realistic, time-based)
- Establishing marketing objectives: Ansoff matrix for growth options
- Key competitor analysis: competitor benchmarking, the dimensions of competitor analysis; assessing competitors current and future objectives, assessing competitor's current strategies, assessing competitors' resources, predicting competitors' future strategies; using Porter's Value Chain (1985) to analyse activities; the idea of 'good' and 'bad' competitors
- Sources of competitor information: media, advertising, technical reports, trade sources, customers
- Phases of competition and business cycle: seed, start-up, growth, established, expansion, decline, exit
- Analysing the macro-environment: PESTLE analysis (political, economic, social, technological, legal and environmental factors), the organisation's marketing environment, the parable of the boiled frog



- International marketing strategies: international competitive environment, world trading environment, social and cultural considerations in international marketing strategy, globalisation and alternative strategic responses
- Global marketing strategy: standardisation vs adaptation, global strategy drivers, regional strategy, 'global' approaches, global strategic brand management

2.2 Critically evaluate the role of market segmentation and competitive positioning

- Markets and contemporary marketing strategies: key dimensions of marketing strategy; bases of competitive advantage, target markets, product and service offering
- Marketing strategies and different strategic models: approaches to strategy formulation; the classical approach, the evolutionary approach, the processual approach, the systemic approach; different strategic options; generic strategies, overall cost leadership, differentiation, focus; competitive strategies; build strategies, defensive strategies, divestment, harvesting strategies, holding strategies, niche strategies and offensive strategies
- Competitive advantage: the concept of value and utilising the value chain concept to develop sustainable competitive advantage
- Service and competitive advantage: SERVQUAL dimensions
- Market segmentation: the nature and purpose of segmentation: demographic segmentation, geographic segmentation, behavioural segmentation, psychographic segmentation
- Competitive positioning: product positioning
- Strategic branding: identifying the brand's competitive advantages and implementing the positioning concept
- Repositioning strategies: gradual repositioning, radical repositioning, innovative repositioning, zero positioning

3. Develop implementation plans and management control mechanisms to support a marketing strategy (Weighting 15%)

3.1 Appraise the nature of control and critically evaluate different approaches to the control process

- Management of risk: definitions of control, control concepts; open-loop control, closed-loop control, feedback control
- Managing the process and marketing information systems (MIS): information and reporting, operational systems and processes, technical facilities and organisational capabilities for evaluation
- Evaluation and control: approaches to control, e.g. Anthony's approach to control (1988), Merchant's approach to control (1998), results controls, action controls, financial controls, behavioural factors (e.g. short-termism)
- Performance assessment: criteria and metrics, audits, gaps and opportunities

3.2 Critically evaluate the importance of implementation as part of the overall process of planning and control and assess the problems in implementing marketing plans

- Implementation processes: the importance of internal marketing
- Internal fit: function, structure and strategy
- Improving implementation: reasons for weak implementation, implementation capabilities, strategic 'drift', strategic 'dilution', stakeholder commitment, monitoring skills/competencies required for implementation

4. Justify, using evidence, the application of marketing within an organisational context in relation to the goal of enhancing long-term stakeholder value (Weighting 15%)

4.1 Appraise the use of organisational resources in achieving sustainable competitive advantage

- Allocation of organisational resources



- Routes to achieving competitive advantage: creating customer value, uniqueness or scarcity, inimitability, economies of scale, learning and experience effects, integration
- Differentiation: product differentiation, promotional differentiation, pricing differentiation, brand differentiation
- Competitive strategies: market expansion, market share gain, market maintenance, market niche strategies and focusing effort
- Value-chain analysis

4.2 Critically analyse different approaches in implementing the marketing plan

- Marketing mix: 4Ps (price, product, promotion, place)
- Product: product life cycle, diffusion of innovation
- Place: distribution channels, the role of the internet on distribution strategies and the role of 'place'
- Promotion: communication tools, advertising, public relations, interactive and direct marketing, e-marketing, sales promotion
- Pricing strategies: promotional pricing, loss leaders, perceived value pricing, competitor price levels, going rate pricing
- People, processes, physical evidence: the extended marketing mix.

5. Evaluate a range of resources to understand and resolve organisational marketing related problems (Weighting 20%)

5.1 Analyse the implementation challenges present in strategic marketing

- Marketing metrics including: loyalty/retention, customer numbers, customer satisfaction, market share, esteem, complaints, awareness
- Performance gaps: the marketing organisation audit and marketing strategy audit; assessing the structural capability of the organisation to implement the strategy to a developing environment; an evaluation of the organisation's marketing objectives and strategy to determine their suitability to the current and forecasted marketing environment
- Cost problems: the marketing productivity audit; the cost effectiveness of various levels of marketing expenditure; the profitability of different aspects of the marketing programme
- Lack of adequate information: the role of marketing information systems; marketing systems audit; the quality of the organisation's systems for analysis, planning and control

5.2 Evaluate future trends and challenges for the future of strategic marketing

- Trends in technology including breakthrough technologies, e-commerce, viral marketing, social media, CRM databases, intelligent systems, and the era of 'big data'
- Marketing strategy and new social values (corporate social responsibility)
- Changes in the business environment: the international context, globalisation, increasing pace of economic change, increasing competitive pressures
- Organisational challenges and changes: new organisational structures, mergers, strategic alliances and partnerships
- Customised positioning (one-to-one marketing)



Strategic Marketing Relationships

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

The overall aim of this unit is to encourage you to think about the relationships that companies have with their customers over a period of time, rather than view each customer purchase as an individual 'transaction'. Building long term, sustainable relationships with customers is key to organisational success and, given the increasing use of online business models and consumer savviness of how to move between suppliers, the importance of managing the customer experience has never been higher.

Given the strategic importance of such customer relationships, in this module you will develop knowledge and skills in areas such as customer engagement, communication, relationship marketing acquisition, retention and distribution, how customers buy and how to develop an effective customer relationship marketing system.

As such, this module will help you develop as a knowledgeable and effective strategic marketer or business professional.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcome	Assessment Criteria
1. Critically review relationship marketing as a strategic marketing approach (Weighting 25%)	<ul style="list-style-type: none">1.1 Critically review the development of relationship marketing1.2 Critically discuss the scope of relationship marketing1.3 Evaluate the application of relationship marketing orientation1.4 Compare and contrast the benefits of relationship marketing with transactional marketing
2. Critically discuss changes in consumer behaviour due to relationship marketing (Weighting 25%)	<ul style="list-style-type: none">2.1 Critically review the changes to how consumers buy
3. Critically review the differences between relationship marketing and marketing relationships (Weighting 25%)	<ul style="list-style-type: none">3.1 Appraise different relationship types and their nature and properties, how relationships add value; contrast relationship marketing with marketing relationships3.2 Critically review the importance of networks relevant to an organisation
4. Critically discuss the place of relationship marketing in strategy (Weighting 25%)	<ul style="list-style-type: none">4.1 Evaluate and explain why relationship marketing is a strategic approach to marketing4.2 Evaluate relationship marketing planning and implementation issues in strategic relationship marketing



Capabilities

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of Learning	Key Capabilities Developed
Element 1 - Relationship marketing	Ability to devise and sustain academic arguments within the field of relationship marketing <i>Critical thinking, personal responsibility and accountability, application of theories and models, self-evaluation, stakeholder analysis</i>
Element 2 - Relationship marketing and its impact on buyer behaviour	Critical understanding of how relationship marketing impacts buy/consumer behaviour <i>Decision-making, critical thinking, consumer insight</i>
Element 3 - Marketing relationships	Ability to discuss the difference between marketing relationships and relationship marketing Appreciation of the importance of networks <i>Critical thinking, different types of relationships, networking</i>
Element 4 - Strategic relationship marketing	Ability to justify the place of relationship marketing within the wider marketing strategy Ability to identify potential relationship marketing planning and implementation issues Critical understanding of strategic frameworks for customer relationships (CRM) <i>Critical thinking, self-management, communication, present information, ideas and data, problem solving</i>

Localisation

You should consider the following when preparing for your assessment:

- Use a local firm, a strategic business unit (SBU) of a multinational, a government department or non-profit organisation
- Understand the nature of relationships is dependent in part on the organisation and its values
- Relationship marketing principles may not be adopted by all organisations



Indicative Content

1. Critically review relationship marketing as a strategic marketing approach (Wolcott 2014)

1.1 Critically review the development of relationship marketing

- The development of relationship marketing
- Globalisation trends
- Services marketing development
- Digital marketing developments
- Relational marketing non-western cultures
- B2B marketing

1.2 Critically discuss the scope of relationship marketing

- Different stakeholder groups from influencer, customer, referral, supplier, employee, internal markets
- Different schools of relationship marketing e.g. Nordic early 1980s, Cranfield 1991, Industrial Marketing and Purchasing (IMP) e.g. Ford 2004, Interaction Approach, 1982
- Networks: Relationships in Business Networks IMP Group, social networks
- Relationship marketing and holistic marketing orientations

1.3 Evaluate the application of relationship marketing orientation

- Trust online and offline
- Ten factors that affect whether people trust
- Bonding: concept and different types
- Communications and engagement
- Measurement of engagement
- Engagement software
- Values: shared, statements, culture
- Empathy
- Reciprocity
- Commitment

1.4 Compare and contrast the benefits of relationship marketing with transactional marketing

- Limits of transactional marketing
- Explain transactional marketing
- Benefits of relationship marketing: churn costs, added value with existing customers
- Explain relationship marketing
- Relevance of switching costs



2.1 Critically review the changes to how consumers buy

- Purchase funnel (no longer applies) and new models (e.g. McKinsey, Forrester and Google detailed below)
- AIDA
- Other hierarchy of effects models
- Influence of digital
- Consumer journey: move from linear to circular
- Importance of feedback influencing decisions
- Changes to evoked set premise
- Moments of truth
- ZMOT: zero moment of truth (Google)
- Impact on communication strategies (move to pull from push)
- Ladder of loyalty

3. Critically review the differences between relationship marketing and marketing relationships (Weighting 25%)

3.1 Appraise different relationship types and their nature and properties, how relationships add value, contrast relationship marketing with marketing relationships

- Difference between marketing relationships and relationship marketing
- Classification of exchange relationships: market-based, committed market exchange, domesticated market exchange
- Categories of exchange relationships: supplier, lateral, buyer, internal
- Relationship matrix
- Nature of relationships: intimate, face to face, distant, no contact
- Relationship properties: Gummesson relationscape
- Strategic marketing relationships: integrated model of buyer seller relationships Wilson (1995)
- Strategic alliances: definition, need, motives, types, links to innovation
- Nature and scope of supplier interaction

3.2 Critically review the importance of networks relevant to an organisation

- Relationship networks: group influences on behaviour, social and personal networks, informal networks
- Types of relationship networks, including Guanxi, Boon Koon, Blat, Et Moone, Keiretsu
- SME networking
- Relationship value: exchange partners, costs and benefits
- Importance of relationships



4.1 Evaluate and explain why relationship marketing is a strategic approach to marketing

- Creating value
- CRM as strategy
- Relationship marketing and strategy
- CRM processes
- CRM capabilities
- Customer value
- Definitions of CRM
- Categories of channels
- Multichannel integration
- Touchpoint
- Customer communication
- Performance assessment
- Operational, collaborative and analytical CRM

4.2 Evaluate relationship marketing planning and implementation issues in strategic relationship marketing

- Need for relationship marketing planning
- Relationship marketing planning frameworks
- Implementation issues in strategic relationship marketing
- CRM Implementation
- Implementation and strategy development
- Building foundations for implementation
- Implementation needs and partners
- Operational CRM
- CRM Systems and functions
- Importance of business outcomes
- Customer information and customer behaviour
- Supplier selection and evaluation



Digital Marketing Strategy

Unit Type: Optional

Level: 6

Credits: 20

GLH: 50

Assessment Method: Assignment

The marketing environment continues to develop at a meteoric pace, largely driven by customers who demand always-on, superfast, intuitive, and more exciting brand experiences.

Market disruption is becoming the new normal, with the likes of M-Pesa, 4Afrika and The Nomanini enterprise platform changing the shape of many markets to make customers' lives simpler, easier and cheaper.

New mobile app technologies are enabling customers to experience reality without leaving their screens. Pokémon Go, Google Cardboard and Samsung Gear have brought new and exciting capabilities in virtual reality.

The 'internet of things' is fast becoming the mainstream method of managing the home, with smart technology built-in so that people no longer need to worry about stocking the fridge with their favourite products or finding the remote TV control to programme Netflix.

The implication of this technology sea change for brands is that they now need to accelerate digital innovation and seek dramatically new marketing strategies capable of keeping pace with the competition, whilst creating authentic customer value. They must understand the new digital media landscape and how audiences like to consume content so that they can harness the power of new channels, platforms and technologies.

In this unit, you will explore the principles of strategic digital marketing set in the context of the changing behaviours of the contemporary customer. By the end of the module you will be able to critically evaluate digital marketing strategies and understand how they can be created to drive innovation and ensure the business survives and thrives in a digital world.

You will additionally assess how organisations of all types and in all markets, need to adopt an entrepreneurial mindset and understand the imperative of digital transformation, and how organisations need to become digital by default.



What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcome	Assessment Criteria
1. Critically assess the significance of digital marketing and innovation for an organisation (Weighting 20%)	1.1 Critically evaluate the digital environment and the opportunities it provides in driving innovation 1.2 Assess how digital has changed marketing thinking
2. Analyse the changing nature of the digital customer (Weighting 20%)	2.1 Determine the characteristics of digital customer buying behaviour in different markets, sectors and cultures 2.2 Analyse the different stages of customer digital adoption 2.3 Apply the principles of the digital customer decision journey modelling 2.4 Justify an appropriate methodology for gathering customer insights to inform the digital marketing strategy
3. Critically evaluate opportunities for digital innovation by critically evaluating the marketing strategy for a chosen organisation (Weighting 20%)	3.1 Develop a structured approach to examining the digital marketing and innovation strategy 3.2 Assess the elements of the digital marketing mix 3.3 Evaluate the internal capabilities and resources of an organisation 3.4 Identify opportunities for a chosen organisation to innovate for competitive advantage 3.5 Discuss methods for monitoring, measuring and managing the digital marketing strategy
4. Critically assess how big data and contemporary developments can be used to drive digital marketing strategy (Weighting 20%)	4.1 Critically evaluate the emergence of big data, its scope and power to inform marketing strategies 4.2 Critically assess how big data is used to centralise and synthesise consumer insights, forecast outcomes and evaluate the effectiveness of the marketing strategy 4.3 Critically analyse the methods by which different organisations capture and use data to justify the marketing strategy decisions
5. Justify the application of tools and techniques needed to successfully implement the digital marketing strategy (Weighting 20%)	5.1 Critically assess the principles of agile marketing as an approach to delivering innovative digital marketing 5.2 Critically evaluate the benefits of setting minimum variable marketing (MVM) standards



Qualification

Alongside academic learning and development, ABE's qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit:

Element of learning	Key capabilities developed
Element 1 - Trends and changes in digital marketing	Ability to assess the digital marketing environment and identify opportunities for driving innovation <i>Analytical skills, analysis of models, critical reflection, ethical appreciation</i>
Element 2 - Digital consumer buying behaviour	Ability to recognise the changing behaviour of digital customer buying behaviour and identify the stages of customer digital adoption Ability to gather data for customer insights <i>Synthesis, planning, reflection, evaluation, analysis of models, critical reflection, evaluation</i>
Element 3 - Planning the digital marketing strategy	Ability to identify and evaluate opportunities for digital innovation in relation to a marketing strategy and gaining competitive advantage Ability to monitor, manage and measure the effectiveness of the digital marketing strategy <i>Critical thinking, problem solving, analytical skills, synthesis, planning, analysis of models, information retrieval</i>
Element 4 - The use of data in developing digital marketing strategies	Awareness of the impact of data on digital marketing strategy and the ability to identify how innovation can be driven by new developments Knowledge of how big data can be used to increase the effectiveness of a digital marketing strategy <i>Analytical, problem solving, planning, evaluation, reporting skills, mapping, analysis of models, numeracy</i>
Element 5 - New methods of planning digital marketing strategy	Ability to justify the use of different tools and techniques for the successful implementation of a digital marketing strategy <i>Critical thinking, analytical, problem solving, problem posing, evaluation, decision-making, planning and implementing, reporting skills</i>

Localisation



It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You should take into account the following when preparing for your assessment:

- National, regional and local media channels available
- Your country's demographic structure
- Your country's cultural characteristics affecting attitudes to brands and marketing
- The digital maturity of nations, regions and territories
- Specific retail channels and routes to market
- Specific legislation, codes of practice and regulations relating to marketing
- The structure of commerce and industry in the particular market
- Individual government attitudes to innovation and support for digital development



Indicative Content

1. Critically assess the significance of digital marketing and innovation for an organisation (Weighting 20%)

1.1 Critically evaluate the digital environment and the opportunities it provides in driving innovation

- The fast pace of change in digital marketing and technology development
- Key digital developments available to an organisation including new channels in retail, communication and media
- Key consumer trends that are influencing digital marketing strategies and innovation including social media, mobile and personalisation (SoLoMo)

1.2 Assess how digital has changed marketing thinking

- Opportunities for competitive advantage created by digital transformation, innovation and market disruption
- Digital impacts on the way that brands interact and engage with customers on an individual level
- Digital impacts on consumer media consumption and the affect this has on advertisers' media buying

2. Analyse the changing nature of the digital customer (Weighting 20%)

2.1 Determine the characteristics of digital customer buying behaviour in different markets, sectors and cultures

- The differences between online and offline customer buying behaviour and the implications for marketing strategies
- The digital needs, wants and expectations of digital natives differ from those of digital immigrants
- Different digital buying behaviours of customers in B2B and B2C markets
- The impact of cultural background on customer buying behaviour
- Key trends and changes in customer buying behaviour and suggest how these will develop in the future

2.2 Describe and assess the different stages of customer digital adoption

- The process of adopting new innovations using the principles of Roger's Adoption Curve (2003)
- Targeting marketing communications to reach customers depending the diffusion of innovations
- The influence of opinion leaders and change agents in the context of digital marketing strategy

2.3 Apply the principles of the digital customer decision journey modelling

- New models of the customer decision journey including Google's Moments of Truth (Lecinsky 2011), McKinsey's Dynamic Consumer Journey (Court et al 2009) and Kaushik's 'See, Think, Do' framework (Kaushik 2016)

2.4 Justify an appropriate methodology for gathering customer insights to inform the digital marketing strategy.

- Popular methods used to generate qualitative and quantitative customer insights including Google analytics, focus groups and empathy interviews
- The value of customer insights in making marketing strategy decisions involving understanding consumer motivations, preferences, needs, wants and fears



3. Critically evaluate opportunities for digital innovation by critically analysing the marketing strategy for a chosen organisation (Weighting 20%)

3.1 Develop a structured approach to examining the digital marketing and innovation strategy

- The principles of PR Smith's SOSTAC (2011) marketing planning model

3.2 Assess the elements of the digital marketing mix

- The scope, role and purpose of each component in the strategic marketing mix using PR Smith's 8P framework (2013)

3.3 Evaluate the internal capabilities and resources of an organisation

- Factors that influence an organisation's ability to innovate based on McKinsey's 7S model (1980)
- The importance of digital transformation in driving innovation
- The causes of barriers and resistance that can prevent change within an organisation including corporate culture, company structure, attitude to risk and the level of resources available

3.4 Identify opportunities for a chosen organisation to innovate for competitive advantage

- The benefits to the organisation of being able to use digital innovation to create new value for customers
- The principles of the consumer value including popular models such as the consumer value proposition canvas (Osterwalder and Pigneur, 2004)
- Creating competitive advantage through new digital marketing methods, innovation and digital transformation
- Innovative thinking and a different approach to the creative execution of digital marketing campaigns including experiential marketing, virtual/augmented reality, interactive techniques and personalisation at scale

3.5 Discuss methods for monitoring, measuring and managing the digital marketing strategy

- Setting meaningful key performance indicators (KPIs)
- Tracking and measuring marketing strategy effectiveness
- The importance of contemporary contingency planning in the context of the digital environment

4. Critically assess how big data and contemporary developments can be used to drive digital marketing strategy (Weighting 20%)

4.1 Critically evaluate the emergence of big data, its scope and power to inform marketing strategies

- The terminology and the language of big data including the software, processes and systems such as Hadoop, MapReduce and parallel processing
- The principles of big data and the scope of its value to marketers in helping to shape marketing strategies by providing consumer behaviour, attitude, opinion and habit insights
- Big data strategies and traditional data analysis integration

4.2 Critically assess how big data is used to centralise and synthesise consumer insights, forecast outcomes and evaluate the effectiveness of the marketing strategy

- Sources of big data including employees, consumers and machines such as electronic point-of-sale (EPOS), CCTV and digital footprints
- Analysing big data to optimise marketing strategies including consumer engagement, retention and loyalty, marketing performance and commercial outcomes
- The challenges that marketers face in gathering and analysing big data including understanding the type of data to gather, the analytical tools needed and turning big data into meaningful insights



4.3 Critically analyse the methods by which different organisations capture and use data to justify the marketing strategy decisions

- Methods of reporting marketing performance including brand share tracking, commercial returns on marketing investment (MRoI), marketing attribution models and media channel effectiveness (reach, cost quality analysis).
- Using big data for marketing mix modelling (MMM) and applying the principles of AB testing
- Local and global legislation, codes of practice and regulations that control the way organisations access and use big data

5. Justify the application of tools and techniques needed to successfully implement the digital marketing strategy (Weighting 20%)

5.1 Critically assess the principles of agile marketing as an approach to delivering innovative digital marketing

- The concept of Agile marketing involving accelerated marketing project development and test-and-learn mentality
- The process of agile marketing including the principles of Scrum and Sprint marketing project management
- The tactical nature of Agile marketing, its benefits and drawbacks including speed, responsiveness, short-termism and accountability

5.2 Critically evaluate the benefits of setting minimum variable marketing (MVM) standards

- The concept of MVM and its links to the principles of minimal variable product (Reis 2009)
- The process of developing MVM activities and tactics including gathering research, continual testing and feedback methods



ICM

Single Subject Diplomas Course Descriptors



Advertising

Main Topics of Study



Introduction to Advertising

- History of advertising
- Significance and scope of the advertising industry
- Nature and role of advertising in society
- Types of advertising
- Factors that influence the communication process
- The influencer model of communication
- The interactional model of communication
- Using advertising to influence attitudes

Recommended Reading

Main Text:

amazon.co.uk



Advertising

£35.99

Shop now

Advertising: Strategy, Creativity and Media. Chris Fill, Graham Hughes, Scott De Francesco, Pearson.

Advertising Theories, Concepts and Frameworks

- The use of information and emotion in advertising
- Advertising concepts and models
- Trade advertising
- Eclectic models of advertising
- Using advertising strategically
- The Institute of Practitioners in advertising

Alternative Text and Further Reading:

amazon.co.uk



Advertising Principles and ..

Shop now

amazon.co.uk



Advertising and Promotion: An...

Shop now

Advertising: Principles and Practice, 2005, W.D. Wells, S. Moriarty & J. Burnett, Prentice Hall.

Advertising and Promotion: An Integrated Marketing Communications Approach, 2010, C. Hackley, Sage Publications.

Advertising Strategies, Planning and Positioning

- Communications strategies
- Objectives and strategic development
- Advertising planning and frameworks
- Positioning options

Creativity, Content and Appeals

- Creative roles and skills
- The creative process
- Creative content
- Message appeals
- Evaluating creativity

Brand Communications: The Role of Advertising

- Types of branding
- Brand characteristics
- Brand associations
- The role of advertising and communications in branding
- Brand equity

The Advertising Industry

- Role of the advertising agency



- Advertising agency structures and integration
- Agency operations and roles
- Advertising agency selection
- Agency remuneration
- Advertising budgets

Traditional Media

- Print media
- Magazines
- Strengths and weaknesses of using magazines in the media plan
- Newspapers
- Strengths and weaknesses of using newspapers in the media plan
- Electronic media
- Radio
- Strengths and weaknesses of using radio in the media plan
- Television
- Strengths and weaknesses of using television in the media plan
- Outdoor media
- Direct mail
- Strengths and weaknesses of using outdoor media and direct mail in the media plan
- Alternative advertising media

Digital Media and Emerging Technologies

- Internet and online advertising
- Strengths and weaknesses of using online in the media plan
- Mobile marketing
- Social media marketing, strengths and weaknesses
- Gaming
- Strengths and weaknesses of using gaming in the media plan
- Supplementary digital advertising media

Media Planning

- How does media planning work?
- Evolution of media planning
- The media plan
- Factors affecting media objectives and strategies
- Scheduling
- Media buying

Measuring Advertising Efficiency and Effectiveness

- Media audience research
- Calculating the audience
- Print measurement
- Broadcast measurement
- Digital measurement
- Internet
- Social media measurement
- Buying the media

Standards and Responsibilities



- Attitudes towards advertising
- Ethics and advertising
- Controls and regulations
- The Advertising Standards Authority
- Codes of practice
- Complaints and sanctions
- Corporate social responsibility

Contemporary Issues in Advertising

- The key issues relating to integration
- Consumer insights
- Advertising and social networks
- Media management planning
- Measuring advertising effectiveness
- Creativity



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Auditing & Taxation

Main Topics of Study

Introduction to Auditing

- The why of auditing

Auditing and the Companies Act

- Rights and duties
- The Companies Act
- Accounting records
- Accounting requirements of the Companies Act

Professional Rules

- Standards and guidelines
- Accounting standard
- Professional conduct/ethical principles
- Letters of representation/engagement

The Conduct of the Audit

- Accounting systems
- Internal controls
- Audit testing
- Sampling and analysis review techniques
- Working papers
- Reports to directors
- Errors and frauds

Audit Evidence

- Evidence
- The audit of assets
- The audit of liabilities
- Risk
- Methods/techniques
- Reliance on other specialists/auditors' expert

Review of Financial Statements

- Final review
- True and fair view
- The Management letter

The Auditors' Report

- Auditors' report
- Qualified reports
- Subsequent events (post balance sheet events)
- Going concern

Recommended Reading

Main Text:



Shop now



Taxation and
Self...
£6.24 Prime

Shop now

Auditing - Millicamp and
Taylor 10th Edition, Cengage
Learning.

Taxation & Self Assessment -
Peter Rows, Thomson
Learning



Planning and Control of Audits

- Planning
- Quality control

Auditors and the Law

- Auditors' liability
- Unlawful acts of clients and their staff

Income Tax

- General principles
- Administration
- Personal allowances
- Allowable expenses
- Pension contribution allowances
- PAYE – basic principles

Corporation Tax

- General principles
- Capital allowances

Note: Examination Format – The Auditing questions will account for a minimum of 70% and a maximum of 75% of the marks available. The Taxation questions will account for a minimum of 25% and a maximum of 30% of the marks available. The Taxation questions will, in general terms, be based on some elements of UK taxation.



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Business Law

Main Topics of Study

Business Law

Contracts

Recommended Reading

Formation of Contract

- What is a contract?
- The intention to create legal relations
- Offer
- Termination of an offer
- Acceptance
- Agreement without offer and acceptance
- The nature of consideration
- Executory, executed and past consideration
- Sufficiency of consideration
- Privity of contract

Main Text:

amazon.co.uk



Business Law

Shop now

Business Law, Abbott, Pendlebury and Wardman, 8th Edition, (South Western)

Terms of Contract

- The terms of contract
- Incomplete contracts
- Conditions and warranties
- Oral evidence relating to contracts in writing
- Representations and contract terms
- Implied terms
- The required form of contracts
- Exclusion clauses
- The Unfair Contract Terms Act 1977
- The Unfair Terms in Consumer Contracts Regulations 1994

Alternative Text and Further Reading:

Essentials of Business Law, Ewan MacIntyre, (Pearson)

Business Law, Keenan and Riches, 8th edition (Pearson)

[ICM Business Law Study Aid](#)

Vitiating Factors

- Contractual capacity
- Mistake
- Misrepresentation
- Duress
- Undue influence
- Void and illegal contracts

Discharge of Contract

- How a contract comes to an end
- Performance
- Agreement
- Breach of contract
- Frustration
- Remedies available for breach of contract
- Damages
- Action for the price
- Equitable remedies
- Limitation to actions for breach
- Quasi-contract



Agency

- The creation of agency
- The duties of an agent
- The rights of an agent
- The authority of an agent
- Liability of the parties
- Agents acting for undisclosed principals
- Termination of agency
- Special types of agent

Sale of Goods

Definition of a Contract for the Sale of Goods

- The Sale of Goods Act 1979 and the relevant changes made by the Sales and Supply of Goods Act 1994 (s14) and the relevant changes made by the Consumer Rights Act 2015, in particular chapters 2 and 3 and the impact on sections 12, 13, 14 and 18 of the 1979 Act
- Types of goods
- The price
- Time of performance
- Seller's title
- Description of the goods
- Sale by sample
- Satisfactory quality and fitness for purpose
- Passing of property and risk
- Nemo dat quod non habet
- Delivery
- Acceptance and rejection
- Remedies of the parties, Romalpa clauses
- The Supply of Goods and Services Act 1982

Business Law Syllabi & the Consumer Rights Act 2015

The Consumer Rights Act came into force in October 2015, which in many ways amends the Sale of Goods Act, under the Business Law Syllabi.

Students must expect examination questions relating to the new Act from the December 2016 Business Law examinations.

Consumer Credit and Protection

Consumer Credit

- Forms of consumer credit
- What is a regulated agreement?
- The classification of regulated agreements
- The protection of debtors
- Lenders liability
- Termination of credit agreements
- Extortionate credit bargains
- Consumer credit licensing, advertising and canvassing
- Credit cards

Consumer Protection

- Consumer protection
- Trade descriptions



- Consumer safety
- Product liability

Tort

- Tort and other wrongs
- Wrong and damage distinguished
- Remoteness of damage
- Vicarious liability
- Strict liability
- Defences to an action in tort
- Contributory negligence
- Remedies in tort
- Conversion
- Nuisance
- Defamation
- Definition
- Libel and slander
- Action and defences

Negligence

- Negligence – requirements of
- Duty of care
- Breach of duty of care and consequential damage
- Res ipsa loquitur
- Consequential harm
- Negligent mis-statement
- Professional negligence

Nuisance

- Definition
- Differences between public and private nuisance
- Defences and remedies

Defamation

- Definition
- Differences between libel and slander
- Defences and remedies

Company Law

The Nature of a Company

- The company as a legal entity
- The veil of incorporation
- Companies and partnerships
- A company's liability in tort and crime
- Public and private companies
- Holding and subsidiary companies

Formation of a Company

- Promoters and pre-incorporation contracts
- Registration procedures
- Commencement of business



- Company contracts

Memorandum and Articles

- Purpose and contents of the memorandum
- The company name
- Registered office
- Objects
- Articles of association
- Alteration of the articles
- The memorandum and articles as contracts

Meetings

- Types of meeting
- Convening a meeting
- Proxies
- Types of resolution
- The assent principle

Liquidations and Other Insolvency Procedures

- Methods of dissolution
- Liquidations
- Compulsory liquidation
- Voluntary liquidation
- Liquidation committee
- Contributories
- Powers of liquidators
- Duties of liquidators
- Alternatives to liquidation
- Administration orders
- Voluntary arrangements

Directors

- Appointment
- Shareholdings
- Termination of office
- Disqualification
- Powers and dealings

Partnerships

- Definition
- Formation of
- Types of partners
- Agency of partners – liability of partners for firms debts
- Dissolution of partnership
- Limited Partnership Act 1907
- Limited Liability Partnership Act 2000





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Buyer Behaviour & Consumerism

Main Topics of Study

Print Page

Technology-driven Consumer Behaviour

- The marketing concept
- Exchange between consumers and marketers
- Customer value, satisfaction and retention
- The role of consumer behaviour and consumer decision-making

Segmentation, Targeting and Positioning

- Market segmentation and effective targeting
- Bases for market segmentation, including demographics, social class, social status, benefit, behavioural targeting, product usage and location
- Implementing segmentation strategies
- Behavioural targeting
- Positioning and repositioning

Consumer Motivation and Personality

- Dynamics of motivation
- System of needs
- Goals
- Measurement of motives
- Nature and theories of personality
- Personality traits and consumer behaviour
- Self and self-image

Consumer Perception

- The elements of perception
- Perceptual selection
- Perceptual interpretation: stereotyping
- Consumer imagery
- Perceived quality and perceived risk

Consumer Learning

- Elements of consumer learning
- Behavioural learning theories
- Observational learning
- Cognitive learning theories
- Consumer involvement

Consumer Attitude Formation and Change

- Attitudes and their formation

Recommended Reading

Main Text:

amazon.co.uk



Consumer Behavior
£55.79 ✓Prime

Shop now

Consumer Behaviour,
L.G. Schiffman, J.L. Wisenblit,
Pearson Education.

Alternative Text and Further Reading:

amazon.co.uk



Consumer Behavior...
£50.99

Shop now

Consumer Behavior, Global
edition, 11th edition, 2014, M
Solomon, Pearson Education.



- Attitude models
- Changing the motivational functions of attitudes
- Cognitive dissonance

Persuading Consumers

- The communication process
- Designing persuasive messages
- Persuasive advertising appeals
- Measures of message effectiveness

Print and Broadcast Media to Social and Mobile Media

- Consumers and social media
- Consumers and mobile advertising
- Measuring media advertising effectiveness
- Traditional media's electronic evolution

Reference Groups and Word-of-Mouth

- Source credibility and reference groups
- Credibility of spokespersons, endorsers and other formal sources
- Word of mouth and opinion leadership
- Strategic applications of word of mouth
- The diffusion of innovations
- Segmenting by adopter categories

The Family and its Social Standing

- The family as a socialisation agent
- Family decision making and consumption-related roles
- The family life cycle
- Social standing and consumer behaviour
- Measuring social class
- Social class characteristics and consumer behaviour
- Four views of consumer decision making

Culture's Influence on Consumer Behaviour

- Culture's role and dynamics
- Learning cultural values
- Measuring cultural values

Subcultures and Consumer Behaviour

- Culture and subcultures
- Religious, regional, generational and gender subcultures
- Cross-cultural analysis
- Localisation versus standardisation
- Global marketing opportunities

Consumer Decision Making and Diffusion of Innovations

- Consumer decision making model



- Diffusion and adoption of innovations
- Types of innovations
- The adoption process
- Product features that affect adoption

Marketing Ethics and Social Responsibility

- Societal marketing concept
- Exploitive marketing
- Self-regulation versus laws
- Provocative marketing
- Promoting social causes

Consumer Research

- Developing research objectives
- Collecting secondary data
- Designing primary research
- Qualitative research, scope of quantitative research, quantitative research data collection instruments
- Data analysis and reporting research findings



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Customer Service

Main Topics of Study

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Introduction

What is Customer Service?

- Importance of customer service
- Understanding customer satisfaction
- Excellent customer service
- Five needs of every customer
- Internal and external customers
- Customer attributes
- Cost of losing a customer

Recommended Reading

Main Text:

amazon.co.uk



Customer Service: A...
£41.99 *Prime*

Shop now

Customer Service: A Practical Approach 6th Edition - Elaine K Harris (Prentice Hall)

Challenges and Solutions

Challenges of Customer Service

- Elements of success
- Barriers to excellent customer service
- Power of perceptions
- Understanding expectations
- Levels of expectations
- Scope of influence
- Reputation management
- Techniques for exceeding customer expectations
- Keys to credibility
- Importance of values
- Ethics in customer service
- Current status of customer service
- New trends in customer service

Problem Solving

- Role of problem solving in customer service
- Creativity and problem solving
- Problems as opportunities
- Confronting conflict
- Problem solving process
- Problem solving strategies
- Development of negotiation skills
- Professional approaches to apologising and conveying bad news
- Barriers to problem solving and decision making
- Importance of follow up

Management and Strategy

Strategy and Formulating a Plan for Success

- Why a strategy?



- Planning
- Importance of infrastructure
- Culture
- High touch and low touch customers
- Consumption behaviour
- Segmenting the market
- Developing a strategy

Empowerment

- What is empowerment?
- Importance of mission and purpose statement
- Empowerment = opportunity
- Steps to empowering customer service providers
- Co-production of customer service
- Why co-production works
- Design of systems

Communications

Communications in Customer Service

- Building customer intelligence
- Methods of communication
- Listening
- Voice inflection as a customer service tool
- Telephones and customer service
- Words to use/avoid
- Power phrases
- Power of eye contact
- Appeal to the senses
- Communication and technology

Managing Difficult Customers

Coping with Challenging Customers

- Who are challenging customers?
- Why they are challenging
- Creating challenging customers
- Characteristics of challenging customers
- Respect
- Empathy
- Responsibility check
- What to do when you are wrong
- Benefits from dealing with challenging customers

Motivation and Leadership

Motivation

- What is motivation?
- Needs and wants
- Motivating factors
- Understanding morale
- Self-concept and motivation
- Improving self-concept



- Power of self motivation
- Teamwork
- Motivating others

Leadership in Customer Service

- Leadership defined
- Knowing yourself
- Formal and informal leaders
- Coach or counsellor
- Characteristics of excellent leaders
- Leadership and goals
- Creating a customer service culture
- Benefit of job aids
- Leadership without position
- The boss as a customer

Customer Retention and Measurement of Satisfaction

- What is customer retention?
- Value of existing customers
- Churn
- Developing and improving the customer retention programme
- Measurement of satisfaction
- Sources of information
- Benefits of measuring your effectiveness
- Determining your effectiveness
- Surveys and reality
- Evaluating your own performance
- Business benefits from measuring satisfaction

Technology and Customer Service

- Today's changing marketplace
- The customer of the twenty-first century
- Embracing new technologies
- Call centres
- The internet
- Enhancing service experiences and building customer loyalty

Excellence in Customer Service

- Excellence as the goal
- Getting started
- Rewards of excellent customer service



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Financial Management

Main Topics of Study



The Construction of Financial Statements

- Company accounts
- Cash-flow statements

Using Accounting Information

- Accounting ratios
- Accounting standards

Management Accounting

- Marginal costing
- Budgeting
- Capital investment appraisal

Sources of Business Finance

- Long-term sources of finance
- Short-term sources of finance

Mergers and Takeovers

- Reasons for growth via horizontal, vertical, or conglomerate integration
- Financing of growth
- The construction of basic group accounts

Capital Markets

- The function of stock exchanges
- Share and bond issues
- Rights and bonus issues

Recommended Reading

Main Text:

amazon.co.uk



Finance & Accounting...

Shop now

Finance & Accounting – R
Giles (ICM)

Note: There is no single textbook that covers the syllabus. Finance and Accounting by Richard Giles can be used as a basic source book but must be supplemented by further reading from websites or textbooks such as Accounting for Non-Accounting Students (J R Dyson) and Business Accounting (F Wood).

Alternative Text and Further Reading:

amazon.co.uk



Accounting for...

Shop now

amazon.co.uk



Frank Wood's Business...

Shop now

Accounting for Non-Accounting Students – J R Dyson (Prentice Hall)

Frank Wood's Business Accounting 2 – Wood & Sangster (Pitman)







Hospitality Management

Main Topics of Study

[Print Page](#)

The Hospitality Industry – Travel and Tourism

- The travel industry
- The tourism industry

Profile of the Accommodation and Leisure Industry

- Accommodation – hotels in the UK, Europe and USA
- Industrial supply in UK and Europe
- Historical perspective – UK
- Economic issues
- Organisations
- Accommodation – timeshare
- Accommodation – caravan and camping
- Other activities within the hospitality and leisure industry

Hotel Management – Dimensions and Structure

- Strategic management
- Feasibility studies

Aspects of Management

- Commissioning the property
- Procurement
- Sources of revenue and operating costs
- Market segments

Accommodation Operations

- Marketing
- Room division
- Rooms
- Housekeeping
- Planning and organising the housekeeping department
- Human resource management
- Financial control
- Leisure facilities

Legislation

- Food safety legislation
- Liquor licensing legislation
- Health and safety at work
- Planning legislation

Recommended Reading

Main Text:

[amazon.co.uk](#)


Hospitality
Management...
£48.99 *Aprima*

[Shop now](#)

Hospitality Management: An
Introduction – T Knowles
(Pitman Publishing)

Alternative Text and Further Reading:

[amazon.co.uk](#)


The International
Hospitality...

[Shop now](#)

International Hospitality
Industry – Peter Jones
(Pitman Publishing)

Restaurant and Fast-Food Industry

- Catering market
- The catering markets by sector
- Market sectors
- Major operations
- Food and beverage management

Contract Catering Industry

- Background and history
- The primary markets
- Industry supply
- The three major companies

Brewing Industry

- Background to the industry
- Major operations

Trends

- The environment
- Environment initiatives
- Environment issues – the hospitality industry
- Computer reservations systems
- Quality assurance
- Total quality management



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Human Resource Development I

Main Topics of Study

Human Resource Development I

Introduction to Human Resource Management

- Definitions, origins, models
- Performance and practice

Strategic Human Resource Management

- The business context
- Strategy making
- Resource based views
- HRM and performance

Human Resource in Context

- Immediate and wider context
- Assumptions and thinking
- Ethical issues

Resourcing the Organisation

- Labour markets
- Supply of labour
- Labour demand

Talent Management

- Definitions and strategy
- Attracting, selecting, retaining and developing talent

Job Design

- Analysis, design and evaluation
- Job patterns and security

Recruitment and Selection

- Approaches to selection and appointment
- Difficulties within the recruitment and selection process
- Graduate recruitment
- Succession planning
- Career development

Equality and Diversity

- Discrimination and the law
- Equality and diversity policies and strategies

Recommended Reading

Main Text:

amazon.co.uk



Human Resource...
£50.99 *Prime*

Shop now

Human Resource Management: A Contemporary Approach, 7th edition, 2014, J. Beardwell & A. Thompson, FT Publishing International.



THE UNIVERSITY OF THE SOUTH ALABAMA

SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT





Human Resource Development II

Main Topics of Study

2018/2019

Learning and Development

- Strategic importance
- Individual learning and development
- Theories of learning

Leadership and Management Development

- Purpose of leadership and management development
- Leadership and management development strategy and development

Organisational Development

- Definition, history and theory of organisational development
- Techniques and practices of organisational development
- The learning organisation

Relationships and Rights at Work

- The contract
- Common law and statutory regulation
- Common law duties of employer and employee
- Statute law and the employment contract
- Terminations of contracts

Employee Engagement

- Characteristics and concepts
- Engagement and well-being
- Enhancing engagement

Performance Management

- Definitions and approaches

Employee Reward

- Reward management
- Reward choices
- Pay determination

Employee Voice

- Trade union and representation
- Non-union systems

Recommended Reading

Main Text:

amazon.co.uk



Human
Resource
£50.99 *Prime*

Shop now

Human Resource
Management: A
Contemporary Approach, 7th
edition, 2014, J. Beardwell &
A. Thompson, FT Publishing
International.



The Public Sector

- Employee development
- Leadership and management

International Human Resource Management

- European and Asian context and practices



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Human Resources Management

Main Topics of Study

Print Page

People, Organisations and Behaviour

- Organisational behaviour
- Work, organisation and job design
- Organisation development
- Motivation, commitment
- Employee engagement

Recommended Reading

Main Text:

amazon.co.uk



Armstrong's Handbook of ..

Shop now

Armstrong's Handbook of Human Resource Management Practice, 13th edition, Michael Armstrong with Stephen Taylor, Kogan Page

Resourcing and Workforce Planning

- Strategic resourcing
- Workforce planning
- Recruitment and selection
- Resourcing practice
- Talent management

Learning and Development

- Strategic learning and development
- Process of learning and development
- Practice of learning and development
- Leadership and management
- Development

Performance Management

- Aims of performance management
- Strategy and systems
- Practice of reward management
- Rewarding specific groups

Employee Relations

- Strategic employee relations
- Employment relationship
- Psychological contract
- Practice of industrial relations
- Employee voice and communications

Human Resources Skills

- Strategic human resources skills including leadership skills, facilitating change, handling conflict and people
- Industrial democracy
- Strikes: cause, effect and avoidance





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International Business Communications

Main Topics of Study

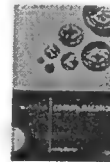


The Process of Communication

- The objectives of communication
- The meaning of words
- Non-verbal communication
- The context or situation
- Barriers to communication
- Why? Who? Where? When?
- What? How?
- Planning the message
- Summary – how to communicate

Recommended Reading

Main Text:



"Mastering Communication"
by Nicky Stanton, published
by Palgrave Macmillan, 5th
Edition

Speaking Effectively

- Basic speaking skills
- Qualities to aim for when speaking
- Summary – good speaking

Alternative Text and Further Reading:

Practical Communications – F
W Bergin (Pitman)

People of Communication – D
W Evans (Pitman)

Basic Business

Communication – K Lesikar
(McGraw Hill)

Listening

- Listening – the neglected skill
- Reasons for improving listening
- Are you a good listener?
- Ten aids to good listening
- Summary – good listening

Human Interaction and Non-verbal Communication

- Metacommunication and paralanguage
- The language of silence
- The language of time
- Body language or kinesics
- The underlying psychology: NLP, EI and TA
- Conflict between verbal and non-verbal communication
- Summary – the importance of paralanguage in human interaction

Talking on the Telephone

- Telephone problems
- Basic telephone rules
- Receptionists
- Making a call
- Gathering information by telephone
- Answering the telephone
- Voicemail
- Mobile phone manners
- Summary – good telephoning



Interviewing

- Interviewing weaknesses
- What is an interview?
- The purposes of the interview
- Types of interview information
- How to plan an interview
- Structuring the interview
- How to question and probe
- Summary – Interviewing

Being Interviewed for a Job

- Preparing – the organisation
- Preparing – know yourself
- At the interview
- Tips to remember
- Summary – being interviewed for a job

Communicating in Groups

- Advantages of groups
- Disadvantages of groups
- Factors affecting group effectiveness
- Summary – making groups and committees work

Running, and Taking Part in, Meetings

- Chairing meetings
- Decision-making methods
- Responsibilities of participants
- Duties of officers and members
- The agenda
- The minutes
- Video-conferencing and audio-conferencing
- Formal procedure

Giving a Talk

- Techniques of public speaking
- Preparation
- Developing the material
- Opening the talk
- Closing the talk
- Visual aids
- Use of notes
- Practising the talk
- Room and platform layout
- Delivery of the talk
- Summary – being a good speaker

Using Visual Aids

- General principles
- Whiteboards, electronic copy boards, interactive boards
- Flip charts
- Build-up visuals
- Physical objects
- Models and experiments



- Overhead projector (OHP)
- Data projector or multimedia projector
- 35mm slide projector
- Videos and DVDs
- Closed circuit television and video
- Points to remember about visual aids
- Video and DVD hire and purchase
- Summary – being in control of visual aids

Faster Reading

- How do you read?
- The physical process of reading
- Ways of increasing your vocabulary
- Summary – faster reading

Better Reading

- Determine reading priorities
- Scanning
- Skimming
- SQ3R method of reading
- Summary – better reading

Writing Business letters

- Why good letter-writing matters
- Backing up the phone call or meeting
- Planning a letter
- Layout and style
- The structure of a letter
- Dictating
- Standard letters
- Summary – writing business letters

Applying for a Job

- What sort of job do you want?
- What is available and what are they looking for?
- The application itself
- Job-hunting on the Internet
- Summary – applying for a job

Writing Reports

- What is a report?
- Types of report
- Essentials of a good report
- What is the purpose of the report?
- Fundamental structure
- Format, layout, headings and numbering
- Long formal reports
- House style
- How to get started
- Setting your objective
- Researching and assembling the material
- Organising the material and planning the report
- Writing the first draft



- Editing the report
- Producing the report
- Summary - report writing

Memos, Messages, Forms and Questionnaires

- Memos
 - Email
- Fax
- Postcards and reply cards
- Text messaging
- Forms and questionnaires
- Summary - other writing tasks

Visual Communication

- When to use charts and graphs
- Presentation of statistical data
- Presenting continuous information
- Presenting discrete or non-continuous information
- Presenting non-statistical information effectively

Getting to Grips with Grammar

- Why does grammar matter?
- What is grammar?
- How good is your English?
- The parts of speech in brief
- The framework of English
- The architecture of the sentence

Common Problems with English

- Subject - verb agreement
- Problems with verbs
- Problems with adjectives
- Problems with adverbs
- Problems with pronouns
- Problems with prepositions and conjunctions
- Problems with ellipsis
- Problems with negatives
- Revision of grammar

Appendices

- A Punctuation made easy
- B Using capitals
- C Using numbers
- D Business clichés or 'commercialese'
- E Commonly misused and confused words
- F Ten (simple?) rules of spelling
- G Commonly misspelled words
- H Tips on modern business style
- I Differences between men and women communicating





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Leadership Studies

Main Topics of Study

Leadership Studies

The Nature of Leadership

- Definitions of leadership
- Leadership effectiveness
- Major research approaches
- Conceptualising leadership
- Comparing leadership theories

Nature of Managerial Work

- Activity patterns of managerial work
- Content of managerial work
- Theory of demands, constraints, choices
- Research on situational determinants
- The changing nature of managerial work
- Managerial discretion
- Descriptive research
- Application for managers

Perspectives on Effective Leadership Behaviour

- Ohio state leadership studies
- Michigan leadership studies
- Limitations of survey research
- Experiments on task and relations behaviour
- Research using critical incidents
- High-high leader
- Leadership behaviour taxonomies
- Specific task behaviours
- Specific relations behaviours
- Evaluating the behaviour approach

Participative Leadership, Delegation and Empowerment

- Nature of participative leadership
- Consequences of participation
- Research on effects of participative leadership
- Normative decision model
- Guidelines for participative research
- Delegation
- Guidelines for delegating
- Empowerment

Dyadic Role-Making Theories

- Leader-member exchange theory
- Leader attributions about subordinates
- Follower attributions and implicit theories

Recommended Reading

Main Text:

amazon.co.uk



Leadership in Organizations: Global Perspectives

Shop now

Leadership in Organizations - Gary Yukl (Prentice Hall)

Alternative Text and Further Reading:

amazon.co.uk

Not Bosses But Leaders: How...
£9.48 Prime

Shop now

amazon.co.uk



On Becoming a Leader

Shop now

amazon.co.uk



The Leadership Factor

Shop now

amazon.co.uk

Leadership (Harper...)
£12.99 Prime

Shop now



- Follower contributions to effective leadership
- Self-management
- Integrating leader and follower roles

Power and Influence

- Conceptions of power and authority
- Power types and sources
- Acquiring and losing power
- Consequences of position and personal power
- Types of influence behaviour
- Power and influence behaviour
- Research on influence tactics

Managerial Traits and Skills

- Nature of traits and skills
- Early research on leader traits and skills
- Major research programmes of research on leader traits
- Managerial traits and effectiveness
- Managerial skills and effectiveness
- Other relevant competencies
- Situational relevance of skills
- Evaluation of trait research
- Application guidelines

Contingency Theories of Effective Leadership

- LPC contingency model
- Path-goal theory of leadership
- Leadership substitutes theory
- The multiple-linkage model
- Cognitive resources theory
- Evaluation of contingency theories
- Application guidelines

Charismatic and Transformational Leadership

- Early theories
- Attribution theory of charismatic leadership
- Self-concept theory of charismatic leadership
- Other conceptions of charisma; consequences of charismatic leadership
- Transformational leadership
- Research on theories; transformational versus charismatic leadership
- Evaluation of theories
- Guidelines for transformational leadership

Leading Change in Organisations

- Change processes
- Different types of organisational change
- Influencing organisational culture
- Developing a vision
- Implementing change
- Increasing innovation and learning

amazon.co.uk



Leading Minds
An Anatomy of

Shop now

amazon.co.uk



Leading Change

Shop now

amazon.co.uk



Making It
Happen...

Shop now

Not Bosses But Leaders –
John Adair (Talbot Adair)

On Becoming a Leader –
Warren Bennis (Century)

The Leadership Factor – J
Kotter (Free Press)

Leadership – J M Burns
(Harper & Row)

Leading Minds – H Gardner
(Harper Collins)

Leading Change – J Kotter
(Harvard Business School
Press)

Making it Happen,
Reflections on Leadership –
John Harvey-Jones (Fontana)

Super Leadership – C Manz &
H Sims (Prentice Hall)
Leadership Theories

Practical Leadership

Developing Leaders – John
Adair (Talbot Adair).
Management Teams, Why
They Succeed or Fail – R

Meredith Belbin
(Heinemann). The Wisdom of
Teams – Jon Katzenbach &
Douglas Smith (Harvard
Business School).

Understanding Motivation –
John Adair (Talbot Adair).
Games People Play – Eric
Berne (Penguin)

Leadership & Change

Intelligent Leadership:
Creating a Passion for
Change – Alan Hooper & J
Potter (Random House). The
Coming Shape of
Organisations – R Meredith
Belbin (Butterworth
Heinemann). Rethinking
Organisation: New Directions
in Organisation Theory &
Analysis – M Reed & M
Hughes (Sage). Managing
Today & Tomorrow – R

Leadership in Teams and Decision Groups

- Nature of teams
- Functional teams
- Cross-functional teams
- Self-managed work teams
- Self-defining teams
- Virtual teams
- Procedures for facilitating team learning
- Guidelines for team building
- Decision-making in groups
- Leadership functions in meetings
- Guidelines for leading meetings

Stewart (Macmillan). The Future of Leadership - R P White, P Hodgson & C Crainer (Pitman). Beyond Certainty - Charles Handy (Arrow Business Books) The Fifth Discipline - P Senge (Doubleday/Currency) Competing for the Future - G Hamel & CK Prahalad (Harvard Business School Press)

Strategic Leadership

- Constraints on executive discretion
- Attributions about chief executives
- Research on effects of leadership succession
- Evolutionary change and strategic leadership
- Political power and strategic leadership
- Executive tenure and strategic leadership
- Executive teams
- Competing values in strategic leadership
- Monitoring the environment
- Formulating strategy

Developing Leadership Skills

- Leadership training programmes
- Designing effective training
- Techniques for leadership training
- Learning from experience
- Developmental activities
- Self-help activities
- Facilitating conditions for leadership development
- Systems perspective on leadership development

Ethical Leadership and Diversity

- Ethical leadership
- Gender and leadership
- Leadership in different cultures
- Managing diversity



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LEADERSHIP STUDIES





Logistics & Supply Chain Management

Main Topics of Study

Logistics and the Supply Chain

- Definitions
- Structuring
- Material and information flow
- Competing through logistics
- Supply chain strategies

Recommended Reading

Main Text:

[amazon.co.uk](https://www.amazon.co.uk)



Logistics Management & Strategy

Shop now

Logistics Management & Strategy - A Harrison & R van Hoek (Prentice Hall)

Serving the Customer

- Customer Service
- Customer Service as a link between logistics and marketing
- Customer Service and customer retention
- Setting Customer Service priorities

Value and Logistics Costs

- Sources of value
- Representing logistics costs
- Activity-based costing
- Balanced measurement portfolio
- Supply chain operations reference model

Managing Logistics Internationally

- Drivers and logistics implications of internationalisation
- Trend towards internationalisation
- Challenge of international logistics and location
- Organising for international logistics
- General tendencies

Managing the Lead Time Frontier

- Role of time in competitive advantage
- P:D ratios and lead time gap
- Time-based mapping
- Managing timeliness in the logistics pipeline
- Method for implementing time based practices

Just-In-Time and Lean Thinking

- Just-in-time
- Lean thinking
- Vendor-managed inventory
- Quick response

The Agile Supply Chain



- Market winners and qualifiers
- Agile practices

Managing the Supply Chain

- Collaboration in the supply chain
- Efficient consumer response
- Collaborative planning
- Forecasting and replenishment
- Managing supply chain relationships
- Framework for managing the supply chain

Partnerships in the Supply Chain

- Choosing the right partnership
- Partnerships in the supply chain
- Supply-based rationalisation
- Supplier networks
- Supplier development
- Implementing partnerships

Logistics Future Challenge

- New supply chain environment
- Key management challenges
- Role of the internet
- Implementation issues

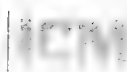


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Management of Travel & Tourism Operations

Main Topics of Study

The Place

- Inhabited places
- What makes a place?
- Population growth
- Natural characteristics
- The built environment
- The people and the patterns of life
- The economic situation
- Political standards and systems
- Historic and artistic characteristics
- Media, entertainment and recreation
- International links
- Pace of change
- Urbanisation
- Places are unfinished

Recommended Reading

Main Text:

amazon.co.uk



The management ..

Shop now

The Management of the Tourism Sector – Roger Doswell (ICM/Columbus Publishing)

Alternative Text and Further Reading:

amazon.co.uk



Tourism: How Effective...

£42.99 Prime

Shop now

Tourism: How Effective Management Makes the Difference – Roger Doswell (Butterworth Heinemann)

The Journal of Tourism Management – (Butterworth Heinemann)

The Management of Tourism – Burkart & Medlik (Heinemann)

International Journal of Tourism Management

Tourist Destinations

- A destination
- Domestic market foundations
- Visitors
- Types of destination
- Purposes of travel
- General interest tourism
- Special interest tourism
- Special interest focus and purpose
- Business and professional travel
- VFR, health, religious and other travel
- The destination and its three stages
- The destination as a marketing mix

Visitors

- An initial framework
- Travel motivations
- What competes?
- Ego benefits
- Popular culture and mass tourism
- The tourism product includes other tourists
- Tourism communities
- Visitors' interpretation
- Not meeting, meeting or exceeding expectations
- Visitor surveys

Product

- From destination to tourism product



- The total product
- Product components
- Diversification
- Change
- Space
- The intangibles
- Accommodation
- Predominant features
- Completeness
- The marketing mix

Accommodation

- Types of accommodation
- Size and characteristics of units
- The accommodation product
- Project feasibility
- Factors influencing a destination's accommodation
- Shaping a destination's accommodation mix
- The role of tour operators
- A commodity
- The hotel room as a commodity
- The health of the hotel and accommodation sector

Transport

- Access
- Change
- The travel marketing mix
- International links
- Road transport
- Railways
- Air transport
- Marine transport and inland waterways
- Visas and facilitating entry
- Key transportation points

Cycles

- Cycles in general
- Product life cycles
- Tourist destinations can fall away
- Changeability
- Proximity to major markets
- Obsolescence
- Staying alive

Market Research

- The objectives of market research
- The business climate
- Structure and complexity
- Desk research
- Intelligence
- Visitor surveys
- The performance of the tour operators
- Information systems
- Disseminating information



- Evaluating results

Image

- The image of a destination
- The core image
- The brand image
- Ethos
- The contemporary viewpoint
- Setting the tone
- Romance, familiarity and intimacy
- Sign systems
- Fiction and reality
- Other ideas of reality
- The unfinished image

Price

- Prices and tourism receipts
- Tourism's economic impact
- Leakage
- Reducing leakage
- Elasticity of demand
- Price related to the image
- Currency exchange rates
- The Euro
- Anti trust and monopoly controls
- Two-tier pricing
- Yield management
- Key pricing criteria

Positioning

- The importance of positioning
- The positioning of 'classics'
- Formulating the marketing mix range
- The positioning matrix

Promotion

- Where does promotion fit in?
- What does promotion consist of?
- Public and private sector roles
- Public and private sector disharmony
- The different levels of promotion
- Joint public and private sector approaches
- Indirect promotion
- The promotional budget

Governance

- Looking at governance
- Managing the tourism sector
- Approaching tourism sector management
- The role of the Government Tourism Administration (GTA)
- Words and concepts
- Tourism development planning
- Consensus building



- Involvement, participation and change

Sales

- Forecasting
- Selling tourism
- Facilitation
- The product on the travel agent's shelf
- The tour operator's catalogue or brochure
- Consumer protection
- Reservations systems
- The retail travel agency
- Checking the retail network
- Airlines
- Selling business and convention tourism
- The speed of sales decisions

Management Tools

- The relationship between the public and private sectors
- Different ways of seeing – types of approach
- Using the tools
- Public awareness
- A sector-wide training programme
- Developing the destination

Regeneration and Re-engineering

- Cycles and positioning
- Future development
- Improvement opportunities
- Modifying markets and repositioning
- Tourism policy
- The degree of development
- Incentives
- Listing the projects

Expansion

- Planning as part of management
- Tourism planning
- Carrying capacity
- Investment promotion
- Investment workshops
- Facilitating new investment
- Repositioning through expansion
- Expansion decisions

Quality and Standards

- Quality and quality management
- The control cycle
- The International Standards Organisation
- Management style
- A question of values
- Quality circles
- Tangible and intangible items
- Empowerment



- Quality control and improvement
- Quality management workshops and other training incentives

Legislation

- A legislative framework
- All sectors of society
- Registration, licensing, classification and grading
- Minimum standards
- Checklist for the development of tourism regulations
- The right of appeal
- An ombudsperson

Physical Planning

- The planning system
- Different planning levels
- Environmental impact
- Planning regulations
- Listed buildings
- Outdoor advertising
- Building regulations

Classification and Grading

- The purposes of classification and grading systems
- The failure of government-driven systems
- Helping the user choose
- Who can operate a classification and/or grading system?
- The difference between classification and grading
- Advisory services and training
- The Scottish tourist board
- Inspection
- Private sector guides

Human Resources

- The place of human resources development
- A human resources development strategy
- Working conditions
- Future workforce and training needs
- Minimum standards
- Training institutions and programmes
- A national council for tourism education and training

The Tourism Sector Checklist – Part II

- The tourism development strategy
- Human resources
- The management tools
- Organisation and management





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College of Business Administration





Marketing Management

Main Topics of Study

Marketing Management

- The critical role of marketing in organisations and society
- Laying the groundwork through strategic planning
- Managing the marketing process and marketing planning

Analysing Marketing Opportunities

- Marketing information systems and marketing research
- Analysing the marketing environment
- Analysing consumer markets and buyer behaviour
- Analysing business markets and organisational buying behaviour
- Analysing competitors

Researching and Selecting Target Markets

- Measuring and forecasting market demand
- Identifying market segmentation and selecting target markets

Designing Marketing Strategies

- Marketing strategies for differentiating and positioning the marketing offer
- Developing, testing and launching new products and services
- Managing products through their product life cycle
- Deciding on international market entry
- Methods of entry
- International marketing programmes

Planning Marketing Programmes

- Managing product lines, brands and packaging
- Managing service business and ancillary services
- Designing pricing strategies and programmes
- Selecting and managing marketing channels
- Managing retailing and wholesaling
- Designing communication and promotion-mix strategies
- Designing effective advertising programmes
- Designing direct marketing, sales-promotion and public relations programmes
- Managing the sales force
- Managing direct marketing operations
- Implementing marketing programmes
- Controlling marketing activities

Recommended Reading

Main Text:

amazon.co.uk



Marketing Management...

Shop now

Marketing Management - Philip Kotler (Prentice Hall)

Alternative Text and Further Reading:

amazon.co.uk



Go International: Your Guide to...

Shop now

amazon.co.uk



Essentials of Marketing 4/e
£4.69

Shop now

Go International - Keith Monk (McGraw Hill)

Essentials of Marketing - G Lancaster & L Massingham (McGraw Hill)





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Marketing Management - ICM Subjects Of Study





ICM

Institute of Commercial Management | Qualification Subject

Marketing Research

Main Topics of Study



Introducing Marketing Research

- Who needs marketing research?
- Who should read this book?
- What does the book cover?

Recommended Reading

Main Text:

amazon.co.uk



Marketing
Research for...
£27.28 *Advised*

Shop now

Marketing Research for
Managers – S. Crouch & M.
Housden (Butterworth
Heinemann)

Getting Started

What Does the Organisation Need Research For?

- Corporate planning
- Market planning
- Product planning
- Promotional planning
- Distribution planning
- Price planning

What Types of Research Data are there?

- Continuous research
- Ad hoc research
- Desk research
- Field research

How Can the Organisation Obtain the Research it Needs?

- Getting started
- Resources

Marketing Research Begins at Home

What Can be Done at Home?

- Data produced in the normal course of running the organisation
- Data acquired through personal contacts
- Accumulated research information
- Decision support systems

What Goes into an Internal Information System?

- Operating data
- Market intelligence
- Information library
- Customer relationship management systems
- Data warehouses and data mining



'Off-the-Peg' Research

Secondary Desk Research

- Introduction
- Sources
- Finding the pegs
- Using secondary data

Syndicated Research Services

- Index to syndicated research surveys
- Guide to syndicated research services
- Omnibus research surveys
- Omnibus research services and suppliers
- General population omnibus surveys
- Specialist omnibus surveys

Specialist Research Services

- Types of research offered via the Market Research Society
- Consumer classification systems

'Made-to-Measure' Research

- Buying a 'made-to-measure' research survey is just like buying a 'made-to measure' suit
- The 'made-to-measure' research process
- Defining the research required
- 'What is the problem?'
- 'What data is needed to find a solution?'

How is the Data Collected?

- Interview methods
- Interviewing individuals
- Attitude measurement
- Projective techniques
- Interviewing groups
- Postal or self-completion research
- Internet and e-mail research
- Diary panels
- Telephone research
- Observation research
- Observation panels
- Retail audits

Who Provides the Information?

- What is a sample?
- Why use a sample?
- How is the sample selected?
- Random sampling
- Quota sampling
- Judgement sampling
- How big does the sample need to be?
- Variability in the population
- Required level of confidence
- Required limits of accuracy



- Allowance for non-response
- Subgroup analysis requirements
- Practical factors

How Do You Ask the Questions?:

Why Use a Questionnaire

- To collect relevant data
- To make data comparable
- To minimise bias
- To motivate the respondent

Getting the Questionnaire Content Right

- What types of data can be collected using a questionnaire?
- Fact
- Opinion
- Motive

What Does a Questionnaire Contain?

- Identification data
- Classification data
- Subject data

What Types of Question Can Be Used?

- Dichotomous questions
- Multiple-Choice questions
- Open-Ended questions
- Rating scales

How Should Questions be Worded?

- Meaning
- Ambiguity
- Leading
- Generalisation
- Unidimensionality

Cushion Statements

- Will the respondent answer the questions?
- Allowing for method of analysis
- Why does presentation matter?
- Will the questionnaire work?

Special Types of Questionnaire

- Postal or self-completion questionnaires
- Telephone questionnaires
- Online questionnaires

Vetting Questionnaires

Who Asks the Questions?



- Interviewers: 'Horses for Courses'
- Fully structured interviews
- Using rating scales
- Semi-structured interviews
- Unstructured interviews

What do Interviewers Do?

- Selecting respondents
- Obtaining interviews
- Asking questions
- Probing and prompting
- Motivating respondents
- Interpreting and recording responses
- Interviewer bias

Who Are the Interviewers?

- Gender
- Age
- Social background
- Education
- Job background
- Personality
- Training

How are Interviewers Controlled?

- The interviewer quality control scheme
- Field supervision
- Postal checking
- Telephone checks
- Personal recall checks
- Editing checks
- Computer checks
- Monitoring fieldwork

Choosing a Good Fieldwork Agency

- Finding the agency
- Asking pertinent questions
- Looking at the evidence
- Membership of the interviewer quality control scheme
- Relevant experience
- Cost

Using an Agency for Fieldwork

- Briefing the agency
- Agreeing the procedures
- Briefing the interviewers

Asking the Questions Yourself

What Happens to the Answers?

- Analysis and interpretation of qualitative data
- Analysis of quantitative data



- Data preparation
- Data processing
- Statistical analysis
- Interpretation of quantitative data
- Reporting
- The research report

How Do You Buy Good Research?

Getting the Research Requirement Right

- Is research really necessary?
- What type of research is needed?
- What will the research be used for?
- When is the research needed by?
- How much is the research information worth?
- Preparing the brief

Choosing the Right Agency

- Drawing up the shortlist
- Briefing the agencies
- The research proposal
- Selecting the research agency
- Checking that the agency does a good job
- Monitoring while in progress
- Evaluating the final results

Learning from Experience

- Were the objectives right?
- Was the research programme right?
- Was too much or too little information produced?
- Did it help to provide a solution?
- Using feedback
- What action resulted from the research?

Buying Syndicated Services

- Defining the requirement
- Does the service meet the requirement?
- Does the service provide adequate flexibility?
- Is the money worth spending?
- Evaluating other research reports
- A scheme for judging research quality

Using Research in Experiments

Types of Research Experiment

- Experimental launching
- Pilot launching
- Specific market test
- Exploratory market test

Types of Experimental Design



- Informal experimental designs
- Formal experimental designs

Setting Up Research Experiments

- Selecting the experimental design
- The scale of the experiment
- Choosing the test area
- Timing
- Test conditions
- Test variables
- Cost
- Syndicated test procedures

Using Research in Business-to-Business and Industrial Markets

Marketing Research Begins at Home

- 'Off-the-peg' research
- 'Made-to-measure' research
- How is the data collected?
- Who provides the information?
- How are the questions asked?
- Who asks the questions?
- What happens to the answers?
- How do you buy good research?
- Using research in industrial markets

Using Research in Online Markets

- Marketing research begins at home
- 'Off-the-peg' research
- 'Made-to-measure' research
- How is the data collected?
- Who provides the information?
- How are the questions asked?
- Who asks the questions?
- What happens to the answers?
- How do you buy good research?
- Using research in online markets

Using Research in International Markets

- Who monitors the quality of international research?
- Who are the users?
- Who undertakes the research?
- International market research begins at home
- 'Off-the-peg' research
- Secondary desk research
- Sources and sampling
- Government published data
- 'Made-to-measure' research
- Data collection methods
- How do you ask the questions?
- How do you buy good research?
- Preparing the brief
- Selecting the agency



- Government assistance for overseas research
- Commissioning the research
- Implementing the research

Using Research in Marketing Decision Making

- Using research for market analysis
- Using research to develop new products and services
- Using research to select brand names and pack designs
- Using research for pricing decisions
- Using research for decisions about advertising



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Project Management

Main Topics of Study



Projects in Contemporary Organisations

- Definitions
- Why project management
- The Project Life Cycle (PLC)

Strategic Management and Project Selection

- Project management maturity
- Project selection and criteria of choice
- Types of project selection models
- Net present value

The Project Manager

- Job description
- Job specification
- Person specification
- Cultural differences

Project Organisation

- Functional organisation
- Pure project organisation
- Matrix organisation
- Mixed organisational systems
- Project teams
- The human factor

Project Planning

- Initial project coordination
- Systems integration
- Work breakdown structure
- Linear responsibility chart

Conflict and Negotiation

- The nature of negotiation
- Partnering, chartering, and change
- Conflict and the PLC
- Linear responsibility chart
- Principles of negotiation

Budgeting and Cost Estimation

- Estimating project budgets

Recommended Reading

Main Text:

amazon.co.uk



Project Management: A Managerial Approach
£187.36 Prime

[Shop now](#)

Project Management - A Managerial Approach - Jack R. Meredith & Samuel J. Mantel (Wiley)

Alternative Text and Further Reading:

amazon.co.uk



Project Management: A Managerial Approach

[Shop now](#)

amazon.co.uk



The Portable MBA in Project Management
£33.24

[Shop now](#)

Project Management - A Systems Approach to Planning, Scheduling & Controlling - Harold Kerzner (Wiley)

The Portable MBA in Project Management - Eric Verzuh (Wiley)



- Improving the process of cost estimation

Scheduling and Resource Allocation

- Background
- Network techniques: PERT and CPM
- Critical Path Method (CPM)
- The resource allocation problem
- Resource loading
- Resource levelling
- Crashing

Monitoring and Information Systems

- The planning-monitoring-controlling cycle
- Information needs and the reporting process
- Earned value analysis
- Computerised Project Management Information Systems (PMIS)

Project Control

- The fundamental purpose of control
- Three types of control process
- Design of control system
- Control as a function of management
- Balance in a control system
- Control of creative activities
- Control of change and scope creep

Project Auditing

- Purpose of evaluation – goals of the system
- The project audit
- The project audit life-cycle
- Construction and use of the audit report

Project Termination

- The varieties of project termination
- When to terminate a project
- The termination process
- The final report – a project history



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Public Relations

Main Topics of Study

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Management and Organisation of Public Relations

- Public relations definitions
- External environment
- Internal environment
- Systems theory
- Location of public relations department
- Future of public relations department

Recommended Reading

Main Text:

amazon.co.uk



[[Exploring Public...

Shop now

Exploring Public Relations, R. Tench & L. Yeomans, Pearson

Role of Public Relations Practitioners

- Types of public relations practitioners
- Role of the communicator
- Skills of ideal practitioner
- Role of theory in practice
- Education, professionalism and research

Alternative Text and Further Reading:

amazon.co.uk

Planning and Managing...
£16.24

Shop now

amazon.co.uk

Public Relations. Principles and...
£4.88 Prime

Shop now

Planning and Managing Public Relations Campaigns: A Strategic Approach, 3rd edition, A. Gregory, Kogan Page

Public Relations: Principles and Practice, P.J. Kitchen, Thompson Learning

Media Context of Contemporary Public Relations and Journalism

- Contemporary media context: the UK media industry
- Theories of media
- Regulating the media
- Issues for public relations arising from the global media environment
- Ethics of journalism and public relations

Public Relations and Democracy

- Conditions for representative democracy
- Elections and voting
- Criticisms of modern democracy
- Pressure groups and democracy
- Democracy and multilevel governance
- Public relations and modern democracy

Corporate Social Responsibility

- The social responsibilities of organisations
- Community and environmental responsibilities
- The demands of public opinion
- Discharging the organisation's social responsibilities
- Ethics and business practice
- Regulatory frameworks

International Public Relations

- Definition of international public relations
- Factors and driving forces behind internationalisation



- Global and local approaches to international public relations
- International public relations agency networks
- Public relations as a global profession
- Public relations for supranational organisations

Public Relations as Planned Communications

- Systems theories: emergence of public relations research
- Diversity in public relations
- Systems context of planning
- Setting objectives
- Identifying publics
- Messages, content, strategy and tactics
- Timescales and resources

Public Relations Research and Evaluation

- Context of research in public relations
- Designing research
- Research methods
- Designing research instruments
- Research applications
- Evaluation of public relations campaigns

Audiences and Corporate Image

- Passive and active audiences
- Stakeholders and publics
- Organisational public relations
- Organisational reputation, image and identity
- Personality and culture
- Organisational identity, strategy and process

Ethics and Professionalism in Public Relations

- Importance of ethics and professionalism in public relations
- Ethics and morality
- Ethical theories and ethical issues in public relations
- Ethical decision-making models and their application

Media Relations

- Role of media relations
- Media relations principles
- Negotiated news: media relations in practice
- Media partnerships
- Media relations techniques

Internal Communications

- Purpose of internal communication
- Segmenting internal publics
- Organisations: culture, leadership and strategic change
- Communication channels
- Employee perspective



- Ethical communication

Issues and Crisis Management

- Introduction to issues management
- Context of issues management
- Action planning: a framework for managing issues
- Crisis public relations management
- Communicating during a crisis
- The internet and public relations crisis management
- Key principles in crisis management

Managing Community Involvement Programmes and Consumer Public Relations

- Corporate Community Involvement (CCI) programmes
- Employees and community programmes
- Cause-related programmes
- Evaluating community programmes
- Consumer public relations: tools and techniques
- Branding and value of public relations

Business-to-Business and Financial Public Relations

- Core principles of business-to-business public relations
- Trade journals and journalists
- Building corporate reputation
- Scope and contexts of public affairs
- Knowledge, skills, behaviour and ethics
- Financial public relations practice
- Emerging issues and trends

Integrated Marketing Communications and Sponsorship

- Strategic marketing communications planning
- Branding and integrated marketing communications
- Integrating the marketing communications mix
- Introduction to scope and context of sponsorship
- Management of sponsorship
- Features and characteristics of sponsorship
- 'Emotional marketing' and the emerging sponsorship age

Corporate Communications and Public Sector Communications

- Context and principles of corporate communications
- Interface of corporate communications and overall corporate strategy
- Corporate communication objectives
- Theories of public communication
- Central, local government and health sector communication
- Communication planning framework

Campaigning Organisations and Pressure Groups



- Types of campaigning organisation
- Campaign tactics
- People, politics and globalisation
- Building and evaluating consensus
- Practical guidelines for campaigning public relations

Arts, Leisure, Entertainment and Celebrity Public Relations

- Overview of the creative industries
- Role of public relations in the creative industries
- Public relations objectives, strategies and tactics for arts organisations
- Heroes, celebrity and the global celebrity industry
- Reasons for 'buying into' celebrities
- Development and maintenance of celebrity image

Future of Public Relations

- Future trends and issues for public relations
- Campaigning and pressure groups
- Internationalisation of public relations
- Practitioner roles and professionalism in public relations
- Specialisation of public relations practice
- Media fragmentation



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Purchasing Management

Main Topics of Study



What is Purchasing?

- Definition
- Organisational buyers
 - Purchasing, profitability and added value
- The evolution of purchasing
- Purchasing and change
- The status of purchasing

Recommended Reading

Main Text:

amazon.co.uk



Purchasing and Supply Chain ..

Shop now

Purchasing & Supply Chain Management – Lysons & Farrington (FT Prentice Hall)

Purchasing Strategy

- Definition
- Levels of strategy
- The strategic planning process
- Purchasing strategy
- Environmental scanning
- Strategy formulation
- Strategy implementation
- Strategy evaluation and control
- Strategic options

Purchasing Organisation

- Organisational design and structure
- Approaches to organisation structures
- Centralised purchasing
- Purchasing and its functional interfaces
- The internal organisation of purchasing departments
- Purchasing and supply in group undertakings
- Horizontal organisations
- Supply chain management
- Materials management
- Logistics management
- The contribution of purchasing to supply chain management

Purchasing Procedures

- Introduction
- Traditional purchasing procedures
- The inefficiencies of traditional procedures
- Legal aspects of ordering procedures
- The 'battle of the forms'
- Purchasing records
- Small orders
- Purchasing manuals

Purchasing and IT

- Introduction



- Management Information Systems (MIS)
- Information Technology (IT)
- IT and competitive advantage
- Computer systems
- Computer operation
- A typical computerised purchasing application
- Flowcharts
- Essential features of a computerised supplies system
- Some computer applications relevant to purchasing
- Some advantages of computerised purchasing
- Telecommunications and networks
- Electronic commerce
- Electronic data interchange
- Electronic Funds Transfer (EFT)
- Electronic mail
- Smart cards
- Bar coding
- Electronic catalogues
- Security and legal issues
- The impact of IT on purchasing and supply

Human Resources in the Supply Chain

- Introduction
- Human resource planning
- Job analysis
- Recruitment and selection
- Performance appraisal
- Training and development
- Purchasing and pay
- Motivation, communication and commitment
- Communication
- The management of change
- Teamwork and multinational teams
- Management styles and leadership
- Strategic aspects of HRM applied to purchasing

Specifying and Assuring the Quality of Suppliers

- Introduction
- What is quality?
- The importance of TQM
- The specification of quality
- Product and production design and re-design specifications
- Standardisation
- Value analysis and engineering
- The implementation of quality
- Quality control and assurance
- Quality systems
- Independent quality assurance and certification
- Tools for quality and reliability
- Failure Mode and Effects Analysis (FMEA)
- Quality circle and task teams
- The cost of quality
- Purchasing and quality

Matching Supply with Demand



- Definitions
- Inventory classifications
- The aims of inventory management
- The right quantity
- Demand
 - The economics of stock management
- ABC analysis
- Variety reduction
- Economic order quantities (EOQs)
- The quantity discount model
- Lead times
- Forecasting demand
- Fixed order and period review systems
- Materials Requirements Planning (MRP)
- Distribution Requirement Planning (DRP)
- Just-In-Time purchasing (JIT)
- Optimised Production Technology (OPT)
- Lot sizing
- Safety stocks and service levels
- Special inventory factors

Sourcing

- Sourcing levels
- Sourcing information
- Analysis of market conditions
- Directives
- Sources of supply
- Suppliers assessment and appraisal
- Supplier performance rating
- The supplier base
- Make or buy strategies and tactics
 - Outsourcing
- Outsourcing purchasing
- Tiering
- International sourcing
- Partnership sourcing
- Forming successful partnerships
- Reciprocal trade
- Countertrade
- Intra-company trading
- Subcontracting
- Local suppliers
- Small or large suppliers
- Sourcing decisions
- Factors in deciding where to buy

Contrasting Approaches to Supply

- Introduction
- Industrial products
- Capital investment items
- Buying used equipment
- Evaluating capital investments
- Selecting suppliers of capital items
- Leasing
- The buyer and capital investment purchases
- Production materials
- Raw materials



- Futures dealings
- Methods of commodity dealings
- Component parts and assemblies
- Production materials and bills of materials
- Consumables
- Construction supplies and bills of quantities
- Goods for resale in wholesaling and retailing

Storing Supplies

- Storage and supplies
- Type, location and siting of storage facilities
- Storage and materials handling equipment
- Assessment of storage requirements
- Stores layout
- Identification of stock items
- Surplus

Controlling Prices and Costs

- Price
- The conditions for perfect competition
- Imperfect competition and monopoly
- UK competition legislation
- Price information
- Pricing agreements
- Variations to firm and cost price agreements
- Price analysis
- Price variation and adjustment
- Currency management
- Incoterms

Support Tools

- Tendering
- Debriefing
- Post-Tender Negotiation (PTN)
- Forecasting techniques
- Techniques of investment appraisal
- Application of costing techniques
- Life cycle costing
- Target costing
- Absorption costing
- Activity-Based Costing (ABC) and management
- Standard costing
- Budgets and budgetary control
- Learning curves
- Project management
- Scheduling
- Models and simulation approaches

Negotiation

- Introduction
- Definitions
- Approaches to negotiation
- The content of negotiation
- What is an effective negotiation?



- Factors in negotiation
- The process of negotiation
- Pre-negotiation
- The actual negotiation
- Post-negotiation
- Global negotiation

Purchasing Research, Performance and Ethics

- Purchasing research
- Purchasing performance and control
- The aims of performance measures
- The prevalence of purchasing performance measures
- Principles of performance measures
- Methods of evaluating purchasing performance
- Accounting approaches
- Comparative approaches
- The purchasing management audit approach
- Management by Objectives (MBO)
- Purchasing and fraud
- Whistle-blowing
- Purchasing ethics



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Quantitative Methods for Managers

Main Topics of Study



Data Presentation and Collection

- Frequency distribution
- Frequency tables
- Discrete or continuous data
- Histograms
- Frequency polygon
- Frequency curve
- Cumulative frequency curves
- Bar charts and pie charts
- Lorenz curve

Recommended Reading

Main Text:

amazon.co.uk



Quantitative
Methods for ..
£38.34 4.9/5 stars

Shop now

Quantitative Methods for
Business & Economics,
Second Edition – Glyn
Burton, George Carrol, &
Stuart Wall (Financial Times-
Prentice Hall, ISBN 0-273-
65570-1)

Central Location and Dispersion

- Notation
- Measures of central location
- Normal and skewed distribution
- Measures of dispersion
- Coefficient of variation

Alternative Text and Further Reading:

amazon.co.uk



Statistics for
Marketing and...

Shop now

Statistics for Marketing &
Business – R Galloway
(Stanley Thomas)

Regression and Correlation

- Regression analysis
- Correlation
- Spearman's coefficient of rank correlation
- Multiple regression

A First Course in Statistics –
D Booth (DP Publications)

Time Series and Forecasting

- Time series analysis
- Moving average
- Finding the trend
- Finding and eliminating the seasonal variation
- Forecasting: time series
- Forecasting: exponential smoothing

Probability

- Probability calculations
- Mutually exclusive events: OR rule
- Venn diagrams: events not mutually exclusive
- Independent events: AND rule
- Conditional probability
- Decision trees
- Expected value
- Permutations and combinations



Probability Distributions

- Normal distribution
- Standard normal distribution
- Binomial distribution
- Poisson distribution

Sampling and Tests of Hypotheses

- Types of sample
- Distribution of sample means
- Central limit theorem
- Confidence intervals
- Tests of hypotheses: principles
- Tests of hypotheses: practice
- Student distribution

Index Numbers

- Constructing an index number
- Weighted aggregate index numbers
- The Laspeyres (base-weighted) price index
- The Paasche (current-weighted) price index
- The Laspeyres (base-weighted) quantity index
- The Paasche (current-weighted) quantity index
- Changing the base year
- Price and quantity relative index numbers
- The Retail Price Index (RPI)

Time Value of Money

- Simple and compound interest
- Discounting and present value
- Investment appraisal
- Depreciation
- Annuities and other financial instruments

Linear Programming and Break-Even Analysis

- Linear programming
- Solving the linear programme: maximisation
- Solving the linear programme: minimisation
- Break-even analysis

Calculus and Business Applications

- Differentiation
- Turning points
- Rules for differentiation
- Applications of differentiation
- Partial differentiation
- Integration

Basic Mathematics

- Whole numbers, fractions and decimals
- Rounding-off



- Percentages and ratio
- Powers and roots
- Simple algebra
- Solving equations
- Simultaneous equations
- Inequalities
- Graphs and functions
- Progressions



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Risk Management

Main Topics of Study



Introduction

- What is risk management?
- Why is this important?
- The overall risk process including analysis, risk identification, risk assessment, risk evaluation, risk planning and risk management

Analysing the business

- Understanding the business or project activity
- Understanding the primary processes and goals
- This includes the inputs (such as business objectives, financial reports, marketing plan)
- Constraints (such as the risk management plan)
- Mechanisms (such as the analysis tools, SWOT, PEST)
- Outputs (analysis findings)
- Examples of business processes include: marketing and sales, manufacturing, billing, training, facilities management and purchasing

Risk identification

- Identifying risk events and constructing a risk register
- PEST and SWOT analysis
- Risk questionnaire
- The risk register will include each risk event together with information on status, probability, impact and risk response
- action
- Risk assessment and evaluation. This stage looks at assessing the probability and likely impact of the risks identified. Decision trees. Pareto analysis. Expected Monetary Value (EMV).
- Classifying risks into "high" L, "medium" U or "low"

Risk planning

- Producing action plans based on the risk assessment and evaluation stages
- Concept of risk appetite. Risk response strategies including: risk reduction and risk removal

Risk management

- Ensuring that appropriate risk responses are implemented. This will include: reacting to early warning indicators, registering changes to risks, reviewing risks and those involved, and reporting on outcomes.

Recommended Reading

Main Text:

amazon.co.uk



Simple Tools and ..

Shop now

Simple Tools and Techniques
for Enterprise Risk
Management – Robert J.
Chapman (John Wiley & Sons,
2006)

Alternative Text and Further Reading:

amazon.co.uk



The Commercial
Manager
£18.99

Shop now

amazon.co.uk



Project Risk
Management..
£49.99

Shop now

amazon.co.uk



Risk
Management..
£30.99

Shop now

amazon.co.uk



The Essentials of
Risk

Shop now

The Commercial Manager – T.
Boyce & C. Lake (ICM)

Project Risk Management:
Processes, Techniques and
Insights – Chris Chapman &

Risk Management - ICM Subjects Of Study

Stephen Ward (John Wiley & Sons)

Risk Management in Projects
- Martin Loosemore, et al
(Taylor & Francis)

The Essentials of Risk
Management - M. Crouhy D
Galai & R. Mark (McGraw-
Hill)



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Sales & Sales Management

Main Topics of Study



Part One – Sales Perspective

Recommended Reading

Development and Role of Selling in Marketing

- Background
- The nature and role of selling
- Types of selling
- Image of selling
- The nature and role of sales management
- The marketing concept
- Implementing the marketing concept
- The relationship between sales and marketing

Main Text:

amazon.co.uk



Selling and Sales...

Shop now

Selling and Sales Management Paperback - Jobber, D. (Financial Times/Prentice Hall; 8th edition)

Sales Strategies

- Sales and marketing planning
- The planning process
- Establishing marketing plans
- The place of selling in the marketing plan

Consumer and Organisational Buyer Behaviour

- Differences between consumer and organisational buying
- Consumer buyer behaviour
- Factors affecting the consumer decision-making process
- Organisational buyer behaviour
- Factors affecting organisational buyer behaviour
- Developments in purchasing practice
- Relationship management

Part Two – Sales Technique

Sales Responsibilities and Preparation

- Sales responsibilities
- Preparation

Personal Selling Skills

- The opening
- Need and problem identification
- The presentation and demonstration
- Dealing with objections
- Negotiation
- Closing the sale
- Follow-up



Key Account Management

- What is key account management?
- Advantages and dangers of key account management
- Deciding whether to use key account management
- The tasks and skills of key account management
- Key account management relational development model
- Global account management
- Building relationships with key accounts
- Key account information and planning system

Relationship Selling

- From total quality management to customer care
- From JIT to relationship marketing
- Reverse marketing
- From relationship marketing to relationship selling
- Tactics of relationship selling

Direct Marketing

- What is direct marketing?
- Database marketing
- Managing a direct marketing campaign

Internet and IT Applications in Selling and Sales Management

- Overview of internet and IT applications in selling and sales management
- The internet
- Customer relationship management
- Sales management applications of IT
- Applications of IT in retail sales and marketing

Part Three – Sales Environment

Sales Settings

- Environmental and managerial forces impacting sales
- Sales channels
- Industrial/commercial/public authority selling
- Selling for resale
- Selling services
- Sales promotions
- Exhibitions
- Public relations

International Selling

- Introduction
- Economic aspects
- International selling at company level
- Cultural factors in international selling
- Organisation for international selling
- Pricing
- Japan – a study in international selling



Law and Ethical Issues

- The contract
- Terms and conditions
- Terms of trade
- Business practices and legal controls
- Ethical issues

Part Four – Sales Management

Recruitment and Selection

- The importance of selection
- Preparation of the job description and specification
- Identification of sources of recruitment and methods of communication
- Designing an effective application form and preparing a shortlist
- The interview
- Supplementary selection aids

Motivation and Training

- Motivation
- Leadership
- Training

Organisation and Compensation

- Organisational structure
- Determining the number of sales people
- Establishing sales territories
- Compensation

Part Five – Sales Control

Sales Forecasting and Budgeting

- Purpose
- Planning
- Levels of forecasting
- Qualitative techniques
- Quantitative techniques
- Budgeting
- Budget determination
- The sales budget
- Budget allocation

Salesforce Evaluation

- The salesforce evaluation process
- The purpose of evaluation
- Setting standards of performance
- Gathering information
- Measures of performance
- Appraisal interviewing







Strategic Management

Main Topics of Study



Nature of Strategic Management

- Definitions
- Stages of strategic management
- Key terms in strategic management
- Strategic management model
- Benefits of strategic management
- Business ethics and strategic management
- Business and military strategy

Recommended Reading

Main Text:

amazon.co.uk



Strategic Management

Shop now

Strategic Management:
Concepts & Cases – Fred R
David (Prentice Hall)

Alternative Text and Further Reading:

amazon.co.uk



Exploring Corporate...

Shop now

Exploring Corporate Strategy
– Gerry Johnson & Kevin
Scholes (Prentice Hall)

Strategies in Action

- Types of strategies
- Integration strategies
- Intensive strategies
- Diversification strategies
- Defensive strategies
- Guidelines for pursuing strategies
- Mergers and leveraged buyouts
- Generic strategies
- Strategic management in governmental organisations
- Strategic management in small firms

Business Mission

- Importance of a clear mission
- Nature of a business mission
- Components of a mission statement
- Writing and evaluating mission statements

External Assessment

- Nature of an external audit
- Economic forces
- Social, cultural, demographic and environmental forces
- Political, governmental and legal forces
- Technological forces
- Competitive forces
- Sources of external information
- Forecasting tools and techniques
- Competitive analysis
- Industry analysis

Internal Assessment

- Nature of an internal audit
- Relationships among functional areas
- Management
- Marketing



- Finance
- Productions/operations
- R&D
- Computer information systems
- Internal audit checks
- Internal factor evaluation matrix

Strategy Analysis and Choice

- Nature of strategy analysis and choice
- Long term objectives
- Comprehensive strategy formulation framework
- Input stage
- Matching stage
- Decision stage
- Cultural aspects of strategy choice
- Politics of strategy choice
- Role of board of directors

Strategy Implementation, Management Issues

- Nature of strategy implementation
- Annual objectives
- Policies
- Resource allocation
- Managing conflict
- Matching structure with strategy
- Restructuring and reengineering
- Linking performance and pay to strategies
- Managing resistance to change
- Managing the natural environment
- Creating a strategy-supportive culture
- Production/operations concerns when implementing strategies
- Human resource concerns when implementing strategies

Implementing Strategies, Other Issues

- Nature of strategy implementation
- Marketing issues
- Finance issues
- R&D issues
- Computing information systems issues

Strategy Review, Evaluation and Control

- Nature of strategy evaluation
- Strategy evaluation framework
- Published sources of strategy evaluation information
- Characteristics of an effective evaluation system
- Contingency planning
- Auditing
- Using computers to evaluate strategies
- Guidelines for effective strategic management





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သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်

ရန်ကုန်မြို့။

စာအမှတ် ။

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ရက်စွဲ ။

အကြောင်းအရာ ။

။ အဆိုပြုလုပ်ငန်းဆောင်ရွက်မည့်ပုံစံအားတင်ပြခြင်း။

၁။ ACK AND CO SERVICES COMPANY LIMITED သည် မြန်မာနိုင်ငံ၊ ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ ဓမ္မစေတီလမ်းနှင့်ဗားဂရလမ်းထောင့်၊ အမှတ်(၈)၊ ပန်းခြံတာဝါတွင် ကျောင်းခွဲ(၁)အဖြစ် လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ပြည်လမ်း၊ အမှတ် (၂၃၈)တွင် ကျောင်းခွဲ(၂)အဖြစ်လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ဦးစိစာရလမ်းနှင့်ဓမ္မစေတီလမ်းဆုံ၊ အမှတ်(၂၃၇)တွင် ကျောင်းခွဲ(၃)အဖြစ်လည်းကောင်း၊ ကမာရွတ်မြို့နယ်၊အမှတ် (၂)ရပ်ကွက်၊ ပြည်လမ်း၊ အမှတ်(၅၇၅)တွင် ကျောင်းခွဲ(၄) အဖြစ်လည်းကောင်း၊ မန္တလေးတိုင်းဒေသကြီး၊ ချမ်းမြသာစည်မြို့နယ်၊ သင်္ဃာလမ်းနှင့်ငရွေဝါလမ်းထောင့်၊Block (4), Unit (8) တွင် ကျောင်းခွဲ(၅) အဖြစ်လည်းကောင်း၊ စစ်ကိုင်းတိုင်းဒေသကြီး၊မုံရွာမြို့၊ ကျောက္ကာလမ်း၊ နန္ဒဝန်ရပ်ကွက်တွင် ကျောင်းခွဲ(၆) အဖြစ်လည်းကောင်း၊ ထိုမြေနေရာများအပေါ်တွင် မြန်မာနိုင်ငံသားများမှ ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လျက် အမျိုးသားပညာရေးဥပဒေ အရပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအဖြစ် "Strategy First Institute"အမည်ဖြင့် အထက်တန်း အောင်ပြီး ကျောင်းသူ၊ကျောင်းသားများအားနိုင်ငံတကာအဆင့်မှီ အသက်မွေးဝမ်းကြောင်း ပညာရပ် ဆိုင်ရာဘာသာရပ်များ အတွက် အသိမှတ်ပြုလက်မှတ်များ၊ ဒီပလိုမာလက်မှတ်များနှင့် ဘွဲ့လက်မှတ်များရရှိနိုင်မည့် တက္ကသိုလ်ဆင့် ပညာရပ်များ အပြင်ဘွဲ့လွန်ပညာရပ်များ တက်ရောက်သင်ကြားပေးလျက်ရှိပြီး ယခုအခါ နိုင်ငံတော်မှဖြေလျှော့ပေးပါသည့် ပညာရေးကဏ္ဍ၏ ရင်းနှီးမြှုပ်နှံမှုမူဝါဒအသစ်များအရ ပုဂ္ဂလိကပိုင်တက္ကသိုလ် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအား နှစ်ရည်ရင်းနှီးမြှုပ်နှံလုပ်ကိုင် လိုပါသဖြင့် မြန်မာနိုင်ငံရင်းနှီး မြှုပ်နှံမှု ကော်မရှင်သို့ ရင်းနှီးမြှုပ်နှံမှု အဆိုပြုချက်တင်ပြထားသည့် ကုမ္ပဏီတစ်ခုဖြစ်ပါသည်။

၂။ ကုမ္ပဏီသည်မြန်မာနိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုအဖြစ်ကိုယ်ပိုင်တက္ကသိုလ်လုပ်ငန်းလုပ်ကိုင်၍ နိုင်ငံတော်အစိုးရ၏ အဓိကရည်မှန်း ချက်ဖြစ်သည့်ဘက်စုံဖွံ့ဖြိုးတိုးတက်သည့် ပညာရေးကဏ္ဍဖြစ်ရန်အတွက်ပုဂ္ဂလိကကဏ္ဍမှ တစ်တပ်တစ်အားရင်းနှီးမြှုပ်နှံ ဝန်းရံလျက် အထောက်အကူပြုသည့်ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းဖြစ်ရန် ရည်ရွယ်ပါသည်။

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၄။ ထို့ပြင်အဆိုပါလုပ်ငန်းလုပ်ကိုင်ဆောင်ရွက်ခြင်းဖြင့် မြန်မာနိုင်ငံသားများအတွက် ဒေသဆိုင်ရာပြည်သူများ၏ အလုပ်အကိုင်အခွင့် အလမ်းများရရှိစေနိုင်ခြင်း၊ခေတ်မှီနည်းပညာများသင်ကြားပို့ချနိုင်ခြင်း၊မြန်မာနိုင်ငံ၏ဖွံ့ဖြိုးတိုးတက် ရေး လုပ်ငန်းများဒေသဖွံ့ဖြိုးရေးလုပ်ငန်းများအတွက်အထောက်အကူပြုနိုင်မည့် ထူးချွန်ထက်မြက်သည့်နိုင်ငံ့ဝန်ထမ်းများ၊ ကုမ္ပဏီ ဝန်ထမ်းများပေါ်ထွက်လာပြီးနိုင်ငံတော်၏ စီးပွားရေးဖွံ့ဖြိုးတိုးတက်မှုကိုအထောက်အကူပြုစေခြင်းစသည့် အကျိုးကျေးဇူးများ ကိုလည်းရရှိစေနိုင်မည်ဖြစ်ပါသည်။

လေးစားစွာဖြင့်

U Aung Chit Khin

Managing Director/CEO

ACK AND CO SERVICES COMPANY LIMITED

- (ဃ) ကုမ္ပဏီအနေဖြင့် လုပ်ငန်းများဆောင်ရွက်ရာမှ ရရှိသောဝင်ငွေများနှင့်ပတ်သက်၍ ပေးဆောင်ရမည့် အခွန်အခများ၊ သက်ဆိုင်ရာဒေသန္တရ စည်ပင်သာယာရေးအဖွဲ့များမှကောက်ခံသည့် အခွန်အခများ အားမပျက်မကွက်ပေးသွင်းသွားမည်ဖြစ်ကြောင်း ဝန်ခံကတိပြုပါသည်။
- (င) ထို့အပြင် ကျွန်ုပ်တို့၏ ACK AND CO SERVICES COMPANY LIMITEDသည် နိုင်ငံတော် အစိုးရမှပြဌာန်း ထားသောဥပဒေများ၊ နည်းဥပဒေများ၊ လုပ်ထုံး/လုပ်နည်းများ၊ အမိန့်များ၊ ညွှန်ကြားချက်များနှင့် စည်းကမ်း များအားတိကျစွာလိုက်နာဆောင်ရွက်၍မိမိတို့၏ ပညာရေးဝန်ဆောင်မှုစီးပွားရေးလုပ်ငန်းအားတိုးတက်ကြီး ပွားရန် ဆောင်ရွက်သွားမည်ဖြစ်ကြောင်းထပ်ဆင့် ဝန်ခံကတိပြုပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

Managing Director

ACK AND CO SERVICES COMPANY LIMITED

- (ဃ) ဒေသ၏လမ်းပန်းဆက်သွယ်ရေးနှင့် စည်ပင်တိုးတက်ရေးအတွက် ၂၀ %
- (င) ဝန်ထမ်းများစွမ်းဆောင်ရည်မြှင့်တင်ရေးအတွက် သင်တန်းများစီစဉ်ပေးခြင်းအတွက် ၂၀ %
- (စ) အခြားလုပ်ငန်းများအတွက်အမြဲတမ်းထားရှိမည့်စုဆောင်းရန်ပုံငွေအတွက် ၂၀ %

ACK AND CO SERVICES COMPANY LIMITEDအနေဖြင့် နိုင်ငံတော်၏ပညာရေး ကဏ္ဍဖွံ့ဖြိုးတိုးတက်ရန်၏တစ်ဖက်တစ်လမ်း မှ ကိုယ်ပိုင်တက္ကသိုလ်ထူထောင်ခြင်းဖြင့် ပံ့ပိုးနေသကဲ့သို့ ကိုယ်ပိုင်တက္ကသိုလ်လုပ်ငန်းဆောင်ရွက်နေစဉ် လူမှုရေးတာဝန်ယူအကောင်အထည်ဖော်မှု(CSR Activities) အားအောက်ပါအတိုင်းစီမံဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

ကိုယ်ပိုင်တက္ကသိုလ်အတွင်း (CSR) ဆောင်ရွက်ချက်

- (၁) ကိုယ်ပိုင်တက္ကသိုလ်ဝင်း အတွင်းယာဉ်ရပ်နားရာနေရာ၊ စက်ဘီးဆိုင်ကယ်များ ရပ်နားရန်နေရာများ သတ်မှတ်ထားရှိမည်ဖြစ်ပါသည်။
- (၂) ကိုယ်ပိုင်တက္ကသိုလ်တွင်ရှိသည့် ကုမ္ပဏီ၏ရုံးဝန်ထမ်းများတက္ကသိုလ်ရှိစာပေသင်ကြားပေးသောဆရာ၊ ဆရာမများ၊ကျောင်းသား၊ ကျောင်းသူများနှင့် အလုပ်သမားများအတွက်သောက်သုံးရန်ရေနှင့်ပတ် သက်၍ ခေတ်မှီရေသန့်စက်တပ်ဆင်ပြီးသန့်ရှင်းသောကျန်းမာရေးနှင့် ညီညွတ်သည့်အဆင့်မီ သောက် ရေသန့်အားသောက်သုံးနိုင်ရန် စီစဉ်ဆောင်ရွက်မည်ဖြစ်ပါသည်။
- (၃) ကိုယ်ပိုင်တက္ကသိုလ်တွင်ရှိသည့် ကုမ္ပဏီ၏ရုံးဝန်ထမ်းများ၊စာသင်ကျောင်းရှိစာ ပေသင်ကြားပေး သောဆရာ၊ ဆရာမများ၊ ကျောင်းသား၊ ကျောင်းသူများနှင့် အလုပ်သမားများကျန်းမာရေးနှင့် ပတ်သက်၍ ရုတ်တရက်နာမကျန်းဖြစ်ပေါ်လာပါကဈေးဦးသူနာပြုနည်းစနစ်များနှင့် ပြုစုကုသနိုင် ရန်ဈေးဦးသူနာပြုအခန်းတစ်ခန်း (First Aid Room) အားထားရှိသွားမည်ဖြစ်ပါသည်။
- (၄) ကိုယ်ပိုင်တက္ကသိုလ်တွင်တက်ရောက်နေသည့် ဆရာ၊ ဆရာမများနှင့် ကျောင်းသား၊ ကျောင်းသူများ ကျန်းမာရေးထိန်းသိမ်းရန် အားကစားလှုပ်ရှားမှုပြုလုပ်နိုင်ရန်အတွက် အားကစားကွင်း တစ်ခုထားရှိ မည်ဖြစ်ပါသည်။
- (၅) ကိုယ်ပိုင်တက္ကသိုလ်တွင်ရှိသည့် ကျောင်းသား၊ ကျောင်းသူလူဦးရေအချိုးအစားနှင့်ညီမျှသော သန့် စင်ခန်း (အိမ်သာ) အရေအတွက်အား ကျောင်းကျန်းမာရေးစစ်ဆေးမှုကော်မတီ၏ အကြံပြုချက်နှင့် အညီထားရှိဆောင်ရွက်မည်ဖြစ်ပါသည်။
- (၆) ကိုယ်ပိုင်တက္ကသိုလ်ရှိသန့်စင်ခန်း(အိမ်သာ)များတွင် လက်ဆေးကန် (Basins) များအားလုံ လောက် စွာထားရှိမည့်အပြင် လက်ဆေးရန်ဆပ်ပြာရည်အားအသင့်သုံးခွက်အတွင်း ထည့်သွင်းထားရှိ မည်ဖြစ်ပါသည်။
- (၇) ကိုယ်ပိုင်တက္ကသိုလ်တွင် ကျောင်းဝန်းအတွင်းနှင့်ပတ်ဝန်းကျင်သန့်ရှင်းရန်အတွက် သန့်ရှင်းရေးဝန် ထမ်းများအားလုံလောက်စွာခန့်အပ်၍ သန့်ရှင်းသပ်ရပ်သော ကျန်းမာရေးနှင့်ညီညွတ်သော နိုင်ငံ တကာအဆင့်မှီ တက္ကသိုလ်ဖြစ်ရန် ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။
- (၈) ကိုယ်ပိုင်တက္ကသိုလ်တွင် မုန့်၊ဈေးတန်းတစ်ခုဖွင့်လှစ်ထားရှိပြီး ကျန်းမာရေးနှင့်ညီညွတ်သောမုန့်များ ရောင်းချရန် ကြပ်မတ်ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။
- (၉) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများသွားလာရေး အဆင်ပြေရန်အတွက် ကြို/ပို့ ယာဉ်များထားရှိ၍ ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

- (၁၀) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသော ရပ်ဝေးမှလာရောက်ကျောင်းတက်သော ကျောင်းသား၊ ကျောင်းသူများအတွက် နေထိုင်စရာသင့်လျော်သောအိပ်ဆောင်များစီစဉ်ဆောင်ရွက် ပေးမည်ဖြစ်ပြီး ၎င်းတို့အတွက် အစားအသောက်အဆင်ပြေရန် စီစဉ်ဆောင်ရွက်ပေးမည်ဖြစ်ပါသည်။
- (၁၁) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများစာပေ ဗဟုသုတတိုးပွားစေရန်အတွက်လည်းကောင်း၊ ဘာသာရပ်ဆိုင်ရာစာပေများပိုမိုလေ့လာနိုင်ရန် အတွက်လည်းကောင်းကျောင်းတွင် စာကြည့်တိုက်တစ်ခုထူထောင်ထားရှိပြီး E-Library အဖြစ်ပူး တွဲ၍ ထားရှိမည် ဖြစ်ပါသည်။
- (၁၂) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများပတ်ဝန်းကျင် ဗဟုသုတတိုးပွားစေရန်အတွက်လည်းကောင်း၊ တစ်ဦးနှင့်တစ်ဦးချစ်ကြည်ရင်းနှီးမှုရှိစေရန်အတွက် လည်းကောင်းခရီးတိုဒေသနွေလေ့လာရေးခရီးစဉ်အားနှစ်စဉ်စီစဉ်ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။
- (၁၃) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများကျန်းမာ ပျော်ရွှင်ရေးအတွက် ကျောင်းသား၊ ကျောင်းသူများ စိတ်ဝင်စားရာအားကစားနည်းများအလိုက် ကျောင်းတွင်းအားကစားပွဲများအားကျင်းပပေးသွားမည်ဖြစ်ပါသည်။
- (၁၄) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများပရဟိတ အလေ့အကျင့်များရှိနိုင်ရန်ရည်ရွယ်၍ လူမှုရေးအထောက်အကူပြုလုပ်ငန်းများကျောင်းအားရက်တွင် ဆောင်ရွက်နိုင်ရန် စီစဉ်မည်ဖြစ်ပါသည်။ ဥပမာ-ကျေးရွာ၊ ရပ်ကွက်အတွင်းအမှိုက်များကောက်ယူခြင်း၊ ရေစီးရေလာကောင်းအောင်မြောင်းဖော်ဆောင်ရွက်ခြင်း။
- (၁၅) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများစိတ်အပန်း ဖြေမှုအစီအစဉ်အဖြစ် ဆရာကန်တော့ပွဲတွင်ကျောင်းကပွဲများထည့်သွင်း၍ ဆောင်ရွက်မည်ဖြစ်ပါ သည်။
- (၁၆) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများအနေဖြင့် အမိ နိုင်ငံတော်အား ထာဝရဦးထိပ်ပန်ဆင်၍ ကျေးဇူးဆပ်နိုင်ရန်အတွက် နေ့စဉ်နံနက်တိုင်းကျောင်း စာသင်ချိန်မစမီ နိုင်ငံတော်သီချင်းအားသံပြိုင်ရွတ်ဆိုစေမည် ဖြစ်ပါသည်။
- (၁၇) ကိုယ်ပိုင်တက္ကသိုလ်တွင် မြန်မာ့ရိုးရာယဉ်ကျေးမှုအရကျင်းပရသည့် ဘာသာရေးပွဲတော်များအား အားလုံးစုပေါင်း၍ ဆောင်ရွက်သွားရန် စီမံခန့်ခွဲသွားမည်ဖြစ်ပါသည်။ ဥပမာ-ဝါဆိုသင်္ကန်းဆပ် ကပ်ခြင်း၊ ကထိန်သင်္ကန်းဆပ်ကပ်ခြင်း။
- (၁၈) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများအနေဖြင့် ထူးချွန်ထက်မြက်သော၊ ကိုယ်ရည်ကိုယ်သွေးမြင့်မားသောကျောင်းသား၊ ကျောင်းသူများဖြစ်လာရန် အရည်အချင်းစစ်စစ်ပွဲများကျင်းပပြီးဆုပေးပွဲအခမ်းအနားများကိုလည်း နှစ်စဉ်စီစဉ်ဆောင်ရွက် သွားမည် ဖြစ်ပါသည်။
- (၁၉) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများခေတ်နှင့်ရင် ဘောင်တန်းနိုင်ရန်အတွက် ကွန်ပျူတာဘာသာရပ်နှင့် အင်္ဂလိပ်စကားပြောဘာသာရပ်တို့အား ကျွမ်းကျင်ရန်လေ့ကျင့်သင်ကြားပေးမည် ဖြစ်ပါသည်။

(၂၀) ကိုယ်ပိုင်တက္ကသိုလ်တွင် တက်ရောက်သင်ကြားနေသောကျောင်းသား၊ ကျောင်းသူများအနက်မှ ပညာထူးချွန်၍ ဆင်းရဲနွမ်းပါးသောကျောင်းသား၊ ကျောင်းသူများအားပညာရေးထောက်ပံ့မှု အစီအစဉ် များထားရှိ၍ ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

ကိုယ်ပိုင်တက္ကသိုလ်ပတ်ဝန်းကျင်အတွက် (CSR) ဆောင်ရွက်ချက်

ကုမ္ပဏီတွင် ထိန်းသိမ်းထားရှိသော (၂ %) လူမှုရေးတာဝန်ယူထောက်ပံ့မှုရန်ပုံငွေမှ အောက်ဖော်ပြပါ (CSR) လုပ်ငန်းများအားသုံးစွဲဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

(၁) ကိုယ်ပိုင်တက္ကသိုလ်တွင်လိုအပ်သော ဝန်ထမ်းအလုပ်သမားများအား ဒေသရှိလူငယ်များဖြင့်ခန့်ထား ဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

(၂) ကိုယ်ပိုင်တက္ကသိုလ်ပတ်ဝန်းကျင်ဒေသရှိ စာသင်ကျောင်းများအတွက် လိုအပ်သောအဆောက်အဦး စာသင်ခန်းနှင့် သင်ထောက်ကူပစ္စည်းများလှူဒါန်းဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

(၃) ကိုယ်ပိုင်တက္ကသိုလ်ပတ်ဝန်းကျင်ဒေသရှိ ဘုန်းကြီးကျောင်းများသို့ လိုအပ်သောသာသနိက အဆောက် အဦး၊ ဝတ္ထုပစ္စည်းများအခါအားလျော်စွာလှူဒါန်းဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

(၄) ကိုယ်ပိုင်တက္ကသိုလ်ကျောင်းပတ်ဝန်းကျင်ဒေသရှိ ရပ်ရွာနေပြည်သူများရေသုံးစွဲမှုအဆင်ပြေစေရန် အတွက် သောက်သုံးရေအား ပေးဝေလှူဒါန်းဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

(၅) ကိုယ်ပိုင်တက္ကသိုလ်ကျောင်းပတ်ဝန်းကျင်ဒေသရှိ ရပ်ရွာနေပြည်သူများ၏ ပညာရည်ထူးချွန်သောသား သမီးများအတွက် ပညာသင်ထောက်ပံ့ကြေးများပေးအပ်သွားမည်ဖြစ်ပါသည်။

အကယ်၍ကနဦးနှစ်များ၌လုပ်ငန်းအနေဖြင့် အမြတ်ငွေများမရရှိပါကလည်း ကုမ္ပဏီ၏ "လူမှုရေး တာဝန်ယူပူးပေါင်းဆောင်ရွက်မှုရန်ပုံငွေ"အား ဒါရိုက်တာအဖွဲ့အစည်းအဝေးဆုံးဖြတ်ချက်ဖြင့် ငွေသားကိန်း ဂဏန်းတရပ်သတ်မှတ်၍ရန်ပုံငွေထူထောင်ထားရှိမည်ဖြစ်ပါသည်။ ဤရန်ပုံငွေခေါင်းစဉ်အောက်မှ ပတ်ဝန်း ကျင်ဒေသဖွံ့ဖြိုးရေး၊ ကျန်းမာရေး၊ ပညာရေးနှင့် လူမှုရေးဖွံ့ဖြိုးတိုးတက်လာစေရန်အတွက် ထောက်ပံ့ပေး သွားမည်ဖြစ်ကြောင်းအားကတိဝန်ခံချက်ပြုတင်ပြအပ်ပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

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သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်

ရန်ကုန်မြို့။

စာအမှတ် ။ ACK / MIC / 2018-19 /

ရက်စွဲ ။

အကြောင်းအရာ ။

လျှပ်စစ်မီးအားရယူဆောင်ရွက်မည်ဖြစ်ပါကြောင်းဝန်ခံကတိပြုခြင်း။

အထက်အကြောင်းအရာနှင့်ပတ်သက်၍ မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုဥပဒေအရ မြန်မာနိုင်ငံတွင်ရင်းနှီးမြှုပ်နှံ လုပ်ကိုင်ခွင့်ပြုမည်ဆိုပါက ကျွန်တော်တို့၏ ACK AND CO SERVICES COMPANY LIMITED သည် နိုင်ငံတော်မှဖြန့်ဖြူးသည့် လျှပ်စစ်ဓါတ်အားမရရှိသေးသောအချိန်တွင် မိမိကိုယ်ပိုင်မီးစက်ထားရှိ၍လိုအပ်သော လျှပ်စစ်မီးအားရယူဆောင်ရွက်မည်ဖြစ်ပါကြောင်း ဝန်ခံကတိပြုတင်ပြအပ်ပါသည်။

လေးစားစွာဖြင့်

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သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်

ရန်ကုန်မြို့။

စာအမှတ် ။ ACK / MIC / 2018-2019 /

ရက်စွဲ ။

အကြောင်းအရာ ။ ။ နိုင်ငံတော်သို့ကျသင့်သည့်ဝင်ငွေခွန်ပေးသွင်းမည်ဖြစ်ကြောင်းဝန်ခံကတိပြုခြင်း။

အထက်အကြောင်းအရာနှင့်ပတ်သက်၍မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုဥပဒေအရ မြန်မာနိုင်ငံတွင် ရင်းနှီးမြှုပ်နှံ လုပ်ကိုင်ခွင့်ပြုမည်ဆိုပါက ကျွန်တော်တို့၏ ACK AND CO SERVICES COMPANY LIMITED တွင်တာဝန်ထမ်းဆောင်နေသောလုပ်ခလစာတစ်နှစ်ရငွေစုစုပေါင်းသိန်း လေးဆယ့်ရှစ်သိန်း အထက်ရရှိသောဝန်ထမ်းများ၏ လစာဝင်ငွေမှ နိုင်ငံတော်သို့ပေးဆောင်ရမည့် ကျသင့်သည့်ဝင်ငွေခွန်ကို ၎င်းတို့ရရှိသည့် လစဉ်လစာငွေမှဖြတ်တောက်၍ ပြည်တွင်းခွန်များဦးစီးဌာနသို့မပျက်မကွက် ပေးသွင်းသွားမည်ဖြစ်ကြောင်းဝန်ခံကတိပြုအပ်ပါသည်။

လေးစားစွာဖြင့်

U Aung Chit Khin

Managing Director/CEO

ACK AND CO SERVICES COMPANY LIMITED

1. အဆိုပြုလုပ်ငန်းစီမံကိန်း၏ နောက်ခံအကြောင်းအရာများ၊ စီမံကိန်း၏အနီးဝန်းကျင်ရှိ ရူပပတ်ဝန်းကျင်ဆိုင်ရာ အကြောင်းအချက်များ၊ သက်ရှိဇီဝဆိုင်ရာ အကြောင်းအချက်များ၊ လူမှုစီးပွားဆိုင်ရာအကြောင်း အရာများကို ကွင်းဆင်းလေ့လာဆောင်ရွက်သွားပါမည်။
2. ကွင်းဆင်းလေ့လာဆောင်ရွက်ရာတွင်လည်း GIS နည်းပညာအသုံးပြု၍မြေပုံထုတ်ခြင်း၊ မြေဆီလွှာနှင့် ရေနမူနာ များယူ၍စစ်ဆေးခြင်းများကိုပြုလုပ်ဆောင်ရွက်သွားပါမည်။
3. သဘာဝပတ်ဝန်းကျင်သက်ရောက်နိုင်မှုနှင့် ထိခိုက်နိုင်မှုဆန်းစစ်လေ့လာရာတွင်လည်းအကြိုတည်ဆောက်မှု လုပ်ငန်းဆောင်ရွက်ခြင်း၊ တည်ဆောက်ခြင်း၊ လုပ်ငန်းလည်ပတ်ဆောင်ရွက်ခြင်း၊ လုပ်ငန်းရပ်စဲခြင်းနှင့် လုပ်ငန်းရပ်စဲပြီးကာလဟူ၍လုပ်ငန်းအဆင့်အသီးသီးအလိုက် ယင်းစီမံကိန်း၏ ပတ်ဝန်းကျင်အပေါ် လူမှုအကျိုးစီးပွားနှင့် ကျန်းမာရေးအပေါ် အကျိုးသက်ရောက်နိုင်မှုများကို ပတ်ဝန်းကျင်ထိန်းသိမ်းရေးနှင့် သစ်တောရေးရာဝန်ကြီးဌာနမှ ချမှတ်ထားသောသတ်မှတ်ချက်များကိုအခြေခံ၍ အသေးစိတ်လေ့လာဆန်း စစ်ဆောင်ရွက်သွားပါမည်။
4. ပတ်ဝန်းကျင်ဆိုင်ရာ စီမံခန့်ခွဲမှုအစီအစဉ်များရေးဆွဲရာတွင်လည်းအကြိုတည်ဆောက်မှုလုပ်ငန်းဆောင်ရွက်ခြင်း၊ တည်ဆောက်ခြင်း၊ လုပ်ငန်းလည်ပတ်ဆောင်ရွက်ခြင်း၊ လုပ်ငန်းရပ်စဲခြင်းနှင့် လုပ်ငန်းရပ်စဲပြီးကာလဟူ ၍လုပ်ငန်းအဆင့်အသီးသီးအလိုက် ပတ်ဝန်းကျင်ထိခိုက်မှုမဖြစ်စေရန် (သို့မဟုတ်) ထိခိုက်မှု အနည်း ဆုံးဖြစ်စေရန်အတွက် ဆောင်ရွက်မည့်အစီအမံများ၊ စီမံခန့်ခွဲမှုနှင့် စောင့်ကြပ်ကြည့်ရှုမည့်အစီအစဉ်များ၊ အရေးပေါ်အစီအစဉ်များကို ပတ်ဝန်းကျင်ထိန်းသိမ်းရေးနှင့် သစ်တောရေးရာဝန်ကြီးဌာနမှချမှတ်ထား သော သတ်မှတ်ချက်များကို အခြေခံ၍အသေးစိတ်ရေးဆွဲဆောင်ရွက်သွားပါမည်။ပတ်ဝန်းကျင် ဆိုင်ရာစီမံခန့်ခွဲမှု အစီအစဉ် (EMP) အစီရင်ခံစာအပြည့်အစုံကိုပြုစု၍ပေးပို့တင်ပြသွားမည်ဖြစ်ကြောင်းအစီရင်ခံစာတင်ပြအပ်ပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

Managing Director

ACK AND CO SERVICES COMPANY LIMITED



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သို့

ဥက္ကဋ္ဌ

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ရန်ကုန်မြို့။

ရက်စွဲ ။

။ ဇန်နဝါရီလ ၁၅ ရက်၊ ၂၀၁၉ ခုနှစ်။

အကြောင်းအရာ ။

။ ဆရာ၊ ဆရာမနှင့် ကျောင်းသား၊ သူများ၏ ကာယိန္ဒြေထိခိုက်မှု မရှိစေရေး

ကတိဝန်ခံချက်။

အထက်အကြောင်းအရာပါကိစ္စနှင့်ပတ်သတ်၍ ACK & Co Services Co., Ltd. မှ နှစ်ရှည်ရင်းနှီးမြှုပ်နှံမှုကော်မရှင်သို့ အဆိုပြုတင်ပြထားသည့် "Strategy First University" အမည်ဖြင့် ပုပ္ဖလိကပိုင် တက္ကသိုလ်တွင် လာရောက်၍ ပညာသင်ကြားနေသော ကျောင်းသား၊ သူများနှင့် စာသင်ကြားပေးနေသော ဆရာ၊ ဆရာမများ၏ လူ့ဂုဏ်သိက္ခာနှင့် ကာယိန္ဒြေထိခိုက်မှု မရှိစေရန် ထိန်သိမ်းစောင့်ရှောက်သွားမည်ဖြစ်ကြောင်း ကတိဝန်ခံချက်ပြုပါသည်။

လေးစားစွာဖြင့်

အောင်ချစ်ခင်

Managing Director



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ရန်ကုန်မြို့။

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လေးစားစွာဖြင့်

အောင်ချစ်ခင်

Managing Director



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ရန်ကုန်မြို့။

ရက်စွဲ ။

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ကျွန်ုပ်တို့၏ Strategy First University အနေဖြင့် လိုအပ်သော ဆရာ၊ ဆရာမနှင့် စီမံခန့်ခွဲမှု ဝန်ထမ်းအင်အားလုံးလောင်စွာရှိကြောင်း ဝန်ခံကတိပြုအပ်ပါသည်။

လေးစားစွာဖြင့်

အောင်ချစ်ခင်

Managing Director



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အကြောင်းအရာ ။ ။ လက်ရှိတည်ဆဲပညာရေးဥပဒေများကို လိုက်နာရန်နှင့်နှောင်ထွက်ပေါ်လာမည့် ပညာရေးဥပဒေများအားလိုက်နာရန် ကတိပြုဝန်ခံချက်။

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လေးစားစွာဖြင့်

အောင်ချစ်ခင်

Managing Director



မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်
အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်
ရန်ကုန်မြို့။

ရက်စွဲ

အကြောင်းအရာ။ ။ မီးဘေးကြိုတင်ကာကွယ်ရေးစီမံချက်။

အထက်အကြောင်းအရာနှင့်ပတ်သက်၍ နိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုဥပဒေအရကျွန်ုပ်တို့၏ ACK AND CO SERVICES COMPANY LIMITED သည် ကိုယ်ပိုင်တက္ကသိုလ်လုပ်ငန်းဆောင်ရွက်သည့် စီမံကိန်းလုပ်ငန်းခွင် ဖရိယာအတွင်းမီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်မှုအနေဖြင့်အောက်ဖော်ပြပါအတိုင်းဆောင်ရွက်သွားမည်ဖြစ်ပါသည်။

မီးဘေးကြိုတင်ကာကွယ်ရေးစီမံချက်။

- (၁) ရေဂါလ်(၂၅၀၀)ဆန့်ရေသိုလှောင်ကန် (၁) ကန် ကိုတည်ဆောက်ထားရှိမည်ဖြစ်ပါသည်။
- (၂) လုပ်ငန်းအဆောက်အအုံမှာလည်းမီးလောင်မှုမှကာကွယ်ရန်ရေပုံးမီးကပ်၊ သဲအိတ်၊ မီးသတ်ဗူးများကို သက်ဆိုင်ရာ မြို့နယ်မီးသတ်ဦးစီးဌာန၏ ညွှန်ကြားချက်အရေအတွက်များ အတိုင်းအဆင်သင့်ထား ရှိမည်ဖြစ်ပါသည်။
- (၃) မီးဘေးအန္တရာယ်ကြိုတင် ကာကွယ်နိုင်ရေးအတွက် ဝန်ထမ်းအလုပ်သမားများသည် မီးဘေးအန္တရာယ် ကြိုတင်ကာကွယ်ခြင်း၊ မီးငြိမ်းသတ်ခြင်းတို့နှင့်ပတ်သက်၍ ဗဟုသုတရရှိရန်အလိုငှာသက်ဆိုင်ရာ မြို့နယ် မီးသတ်ဦးစီးဌာနမှ ကျွမ်းကျင်သူများအားဖိတ်ကြား၍ သင်တန်းပို့ချမည် ဖြစ်ပါသည်။
- (၄) မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်ခြင်းအတွက်စည်းကမ်းချက်များချမှတ်ထားပြီးယင်းတို့ကိုဝန်ထမ်း များတိကျစွာလိုက်နာဆောင်ရွက်ရန်လည်းစီမံထားရှိပါမည်။
- (၅) ဝန်ထမ်းများကိုလည်းမီးဘေးအရေးပေါ်ကာကွယ်နိုင်ရန်အတွက်မြန်မာနိုင်ငံမီးသတ်ဦးစီးဌာနမှ အခါ အားလျော်စွာဖွင့်လှစ်သင်ကြားသည့် မီးငြိမ်းသတ်ခြင်းနှင့် မီးဘေးအန္တရာယ် ကာကွယ်ရေးသင်တန်း များသို့ တက်ရောက်ခွင့်ပြု၍လေ့ကျင့်သင်ကြားပေးမည်ဖြစ်ပါသည်။
- (၆) လုပ်ငန်းခွင်အတွင်း၊ ရုံးအဆောက်အဦးအတွင်းနှင့်အနီးပတ်ဝန်းကျင်တွင် ဆေးလိပ် သောက်ခြင်း ကို တင်းကြပ်စွာတားမြစ်ထားရှိမည်ဖြစ်ပြီးဆေးလိပ်သောက်သုံးရန်နေရာအားသီးခြားသတ်မှတ်ပေးမည်ဖြစ် ပါသည်။
- (၇) လျှပ်စစ်နှင့်ပတ်သက်သည့်မီးဘေးအန္တရာယ်များမဖြစ်ပေါ်စေရန်အတွက်မီးကြိုးသွယ်တန်းမှုများ၊ မီးခ လုတ်ခုံတပ်ဆင်မှုများ၊ မီးအားမြှင့်စက်များနှင့်လျှပ်စစ်ဓာတ်အားအသုံးပြု၍လည်ပတ်ရသောလူသုံးအိမ် သုံးပစ္စည်းများအားအချိန်ဇယားများချမှတ်၍အခြေမပြတ်စစ်ဆေးသွားမည့်အပြင် လျှပ်စစ်ကျွမ်းကျင် သူများ၏ စစ်ဆေးမှုကိုနှစ်စဉ်စီစဉ်ဆောင်ရွက်သွားမည် ဖြစ်ပါသည်။
- (၈) လုပ်ငန်းခွင်အတွင်းမီးဘေးအန္တရာယ်ကင်းရှင်းရန်နှင့် သန့်ရှင်းသပ်ရပ်စေရန်အလိုငှာအမှိုက်များ အား စနစ်တကျပုံးဖြင့်ထားရှိရန်နှင့် မီးလောင်လွယ်သည့်မြက်ပင်နှင့်ကိုင်းပင်တို့အား မကြာခဏခုတ်ထွင် ရှင်းလင်းထားမည်ဖြစ်ပါသည်။

(င) လုပ်ငန်းဆောင်ရွက်မည့်ဧရိယာအတွင်းမီးဘေးအန္တရာယ်ပေါ်ပေါက်ပါကအလွယ်တကူမီးငြိမ်းနိုင်ရန် အတွက်လူသွားလမ်းနှင့်ယာဉ်သွားလမ်းများထားရှိမည်ဖြစ်ပါသည်။

(င၀) သက်ဆိုင်ရာမြို့နယ်မီးသတ်ဦးစီးဌာန၏ လုပ်ငန်းခွင်ဧရိယာအလိုက် ထားရှိရန်လိုအပ်သည့် ဆေးဂူး များအားရုံးခန်း၊ မီးစက်၊ ဆီသိုလောင်သည်နေရာ များ၌စနစ်တကျသက်မှတ် အရေအတွက်များ အတိုင်းထားရှိမည်ဖြစ်ပါသည်။

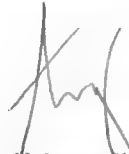
မီးငြိမ်းသတ်ခြင်းနှင့်ပတ်သက်၍အောက်ပါအတိုင်းစီစဉ်ဆောင်ရွက်ထားရှိမည်ဖြစ်ပါသည်။

(င၁) လုပ်ငန်းရှိဝန်ထမ်းအလုပ်သမားဦးရေပေါ်မူတည်၍မီးငြိမ်းသတ်ရေးအဖွဲ့၊ ပစ္စည်းသယ်ယူရေးအဖွဲ့နှင့် ပေါင်းစပ်ညှိနှိုင်းရေးအဖွဲ့များဖွဲ့စည်း၍တာဝန်ပေးအပ်မည်ဖြစ်ပါသည်။

(င၂) ဖွဲ့စည်းပြီးသောအဖွဲ့များအနေဖြင့် တစ်ဖွဲ့ချင်းလုပ်ဆောင်ရမည့် အချက်အလက်များအား တိကျစွာ ထုတ်ပြန် ထားမည်ဖြစ်ပါသည်။

(င၃) အဖွဲ့များအနေဖြင့် ချမှတ်ထားသောမိမိတို့ဆောင်ရွက်ရမည့် အချက်များအားမီးဘေးကိစ္စပေါ်ပေါက် ပါကလွယ်ကူလျှင်မြန်စွာဆောင်ရွက်နိုင်ရန်အတွက် မီးငြိမ်းသတ်ရေး အစမ်းလေ့ကျင့်ခြင်းအစီ အစဉ်အားသက်ဆိုင်ရာမြို့နယ်မီးသတ်ဦးစီးဌာနနှင့် ပူးပေါင်း၍ဆောင်ရွက်မည်ဖြစ်ပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

Managing Director/CEO

ACK AND CO SERVICES COMPANY LIMITED



STRATEGY FIRST INSTITUTE

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သို့

ဥက္ကဋ္ဌ
မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်
အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်
ရန်ကုန်မြို့။

စာအမှတ် IACK / MIC / 2018-19 /

ရက်စွဲ ။

အကြောင်းအရာ။ ။ မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်ရေးစီမံချက်။

အထက်အကြောင်းအရာနှင့်ပတ်သက်၍ ACK AND CO SERVICES COMPANY LIMITED သည် မြန်မာနိုင်ငံ၊ ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ မွေစေတီလမ်းနှင့်ဗားဂရာလမ်းထောင့်၊ အမှတ်(၈)၊ ပန်းခြံတာဝါတွင် ကျောင်းခွဲ(၁)အဖြစ် လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ပြည်လမ်း၊ အမှတ် (၂၃၈)တွင် ကျောင်းခွဲ(၂)အဖြစ်လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ဦးစိစာရလမ်းနှင့်မွေစေတီလမ်းဆုံ၊ အမှတ်(၂၃၇)တွင် ကျောင်းခွဲ(၃)အဖြစ်လည်းကောင်း၊ ကမာရွတ်မြို့နယ်၊အမှတ် (၂)ရပ်ကွက်၊ ပြည်လမ်း၊ အမှတ်(၅၇၅)တွင် ကျောင်းခွဲ(၄) အဖြစ်လည်းကောင်း၊ မန္တလေးတိုင်းဒေသကြီး၊ ရမ်းမြသာစည်မြို့နယ်၊ သင်္ဃာလမ်းနှင့်ငရွေဝါလမ်းထောင့်၊Block (4), Unit (8) တွင် ကျောင်းခွဲ(၅) အဖြစ်လည်းကောင်း၊ စစ်ကိုင်းတိုင်းဒေသကြီး၊မုံရွာမြို့၊ ကျောက္ကာလမ်း၊ နန္ဒဝန်ရပ်ကွက်တွင် ကျောင်းခွဲ(၆) အဖြစ်လည်းကောင်း၊ ထိုမြေနေရာများအပေါ်တွင် မြန်မာနိုင်ငံသားများမှ ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လျက် အမျိုးသားပညာရေးဥပဒေ အရပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအဖြစ် "Strategy First Institute"အမည်ဖြင့် အထက်တန်းအောင်ပြီး ကျောင်းသူ၊ကျောင်းသားများအားနိုင်ငံတကာအဆင့်မှီ အသက်မွေးဝမ်းကြောင်း ပညာရပ် ဆိုင်ရာဘာသာရပ်များအတွက် အသိမှတ်ပြုလက်မှတ်များ၊ ဒီပလိုမာလက်မှတ်များနှင့် ဘွဲ့လက်မှတ်များ ရရှိနိုင်မည့် တက္ကသိုလ်ဆင့်ပညာရပ်များအပြင် ဘွဲ့လွန်ပညာရပ်များ တက်ရောက်သင်ကြားပေး လျက်ရှိပြီး ယခုအခါ နိုင်ငံတော်မှဖြေလျှော့ပေးပါသည့် ပညာရေးကဏ္ဍ၏ရင်းနှီးမြှုပ်နှံမှုမူဝါဒအသစ်များအရ ပုဂ္ဂလိကပိုင်တက္ကသိုလ် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအား နှစ်ရှည်ရင်းနှီးမြှုပ်နှံလုပ်ကိုင်လိုပါသဖြင့် မြန်မာနိုင်ငံရင်းနှီး မြှုပ်နှံမှုကော်မရှင်သို့ ရင်းနှီးမြှုပ်နှံမှုအဆိုပြုချက်တင်ပြထားသည့် ကုမ္ပဏီတစ်ခုဖြစ်ပါသည်။အဆိုပြုလုပ်ငန်း၏စီမံကိန်းဧရိယာလုပ်ငန်းခွင် အတွင်းမီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်မှုအနေဖြင့် အောက်ဖော်ပြပါအတိုင်းစီမံချက်ချမှတ်၍ ဆောင်ရွက်သွား မည်ဖြစ်ပါသည်။

ရည်ရွယ်ချက်

ဤစီမံချက်ရေးဆွဲခြင်းဖြင့် ကြုံတွေ့ရနိုင်သည့် မီးဘေးအန္တရာယ်ကိုစနစ်တကျငြိမ်းသတ်နိုင်မည့်အပြင် ကုမ္ပဏီပိုင် ပစ္စည်းများထိခိုက်ဆုံးရှုံးမှု အနည်းဆုံးဖြစ်စေရန် ရည်ရွယ်သည့်အပြင် ပတ်ဝန်းကျင်ရှိရပ်ကွက်နေ ပြည်သူလူထု၏ အသက်၊ အိုးအိမ်စည်းစိမ်ဥစ္စာများဆုံးရှုံးမှုများမရှိစေရန် ရည်ရွယ်ပါသည်။

မီးလောင်မှုဖြစ်ပွားခြင်း၏ အကြောင်းအရင်းများမှာ အောက်ဖော်ပြပါ အချက်များကြောင့် မီးလောင်ကျွမ်းမှု ဖြစ်ပွားခြင်းဖြစ်ပါသည်။

(က) မီးသုံးစွဲသူ၏ ပေါ့ဆမှုကြောင့် မီးလောင်ခြင်း။

(ခ) လျှပ်စစ်သုံးစွဲမှုပစ္စည်းများ၊ အရည်အသွေးမမှီခြင်းနှင့် လျှပ်စစ်သွယ်တန်းသည့်ကြိုးများ ခလုပ်များအရည် အသွေးမမှီခြင်းနှင့် တပ်ဆင်မှု စနစ်မကျခြင်းတို့ကြောင့် မီးလောင်ခြင်း။

(ဂ) မသမာသူများ၏ ရှို့မီးဖြင့် မီးလောင်ခြင်း။

(ဃ) အခြားမီးလောင်ကျွမ်းသည့် အရပ်မှမီးကူးစက်လောင်ကျွမ်းခြင်း။

(င) ပေါက်ကွဲစေတတ်သည့် ပစ္စည်းများကြောင့် မီးလောင်ကျွမ်းခြင်း။

ဆောင်ရွက်ရန် နည်းလမ်းများ

မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်တားဆီးရေးကိုအောက်ပါအချက်များဖြင့် ဆောင်ရွက်မည်ဖြစ်ပြီး ထိုသို့ဆောင်ရွက်ခြင်းဖြင့် မီးလောင်မှုဖြစ်ပွားစေသောအကြောင်းများကိုလည်း တားဆီးနိုင်မည်ဖြစ်သည်။

(က) သက်ဆိုင်ရာမြို့နယ်မီးသတ်ဦးစီးဌာန၏ ကြီးကြပ်မှုဖြင့် ပညာပေးဟောပြောပွဲများပြုလုပ်ခြင်း၊သင်တန်းပေးခြင်းများစနစ်တကျပြုလုပ်ထားရန်။

(ခ) မီးဘေးအန္တရာယ် ကြိုတင်ကာကွယ်ရေးနှင့် မီးငြိမ်းသတ်ရေးအဖွဲ့များဖွဲ့စည်းထားရန်။

(ဂ) သင့်လျော်သည့် ဝန်ထမ်းများအား မီးသတ်ဆေးပူး၊ မီးသတ်ရေပုံး၊ မီးသတ်သံပုံး၊မီးကပ်ကိုလက်တွေ့သင်တန်းပေးပြသထားရန်။ (ဃ) လတစ်ခါ မွမ်းမံသင်တန်းပေးရန်။

(ဃ) မီးဖို၊ ဆေးလိပ်တိုက်မှ မီးကြွင်းမီးကျန်တို့ကို ငြိမ်းသတ်ပြီးမှ စနစ်တကျစွန့်ပစ်ရန်။

(င) "မီးသတ်ပြု" "ဆေးလိပ်မသောက်ရ" "သင့်ကြောင့်မီးမလောင်ပါစေနှင့်"စသည့်မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်ရေးဆိုင်းဘုတ်၊နံရံကပ်ပိုစတာများကိုလိုအပ်သည့်နေရာများတွင် မြင်သာသလိုချိတ်ကပ်ထားရန်။

(စ) ဆေးလိပ်သောက်ရန် နေရာသီးသန့်သတ်မှတ်ထားပြီးထိုနေရာအနီးတွင် - မီးလောင်လွယ်သည့်ပစ္စည်းများမထားရန်။

(ဆ) မီးသတ်ဆေးပူးများကောင်း/မကောင်းကိုအနည်းဆုံးတစ်လလျှင်တစ်ကြိမ် စစ်ဆေးပြီးမှတ်တမ်းတင်ရန်၊ မီးသတ်ဆေးပူးများအသုံးပြုနည်းကိုမြန်မာဘာသာဖြင့် မီးသတ်ပူးများအနီးတွင် ချိတ်ဆွဲထားရန်၊မီးသတ်ဆေးပူးများရှိသည့် နေရာများကို မြှားအညွှန်းပြသထားရန်။

(ဇ) လျှပ်စစ်ပစ္စည်းများနှင့် မီးကြိုးများကိုစနစ်တကျအသုံးပြုရန် မီးကြိုးများပေါက်ပြဲမှုရှိမရှိ တာဝန်ရှိသူများမှ နေ့စဉ်စစ်ဆေးရန်။

(ဈ) မီးဘေးအန္တရာယ်ကြုံတွေ့သည့်အခါ အလွယ်တကူပိတ်နိုင်ရန် လျှပ်စစ် Main Switch နှင့် Fuseများရှေ့တွင် ပိတ်ဆို့ နေသည့် ပစ္စည်းများဖယ်ရှားထားရန်။

(ည) မီးခလုတ်များ၊ မီးကြိုးများအနီးတွင် ပိုးမျှင်၊ ပင့်ကူမျှင် စသည့်တုံ့အပါအဝင် မီးလောင်နိုင်သည့်ပစ္စည်းများကို ရှင်း လင်းထားရန်၊ မလှမ်းမကမ်းတွင် လျှပ်စစ်နှင့်ဒီဇယ်များကို ငြိမ်းသတ်နိုင်သည့်မီးသတ်ဆေးပူးများထားရှိရန်။

(ဋ) အလုပ်ပြီးသည့်အခါ မီးခလုတ်များကိုပိတ်ထားခဲ့ရန်။

(ဌ) မီးဘေးအန္တရာယ်အတွက် ဆက်သွယ်မှုပြုနိုင်ရန် အောက်ပါဖုန်းနံပါတ်များကိုများမြင်သာသည့်နေရာတွင် ထင်ရှားစွာရေးသားချိတ်ဆွဲထားရန်၊

(၁) မီးသတ်ဦးစီးဌာန (မြို့နယ်/တိုင်း)

(၂) ဆေးရုံနှင့် ဒေသန္တရဆေးပေးခန်း

(၃) မြို့နယ်၊ တိုင်းပြည်သူ့ရဲတပ်ဖွဲ့

(၃) အောက်ပါ မီးသတ်ပစ္စည်းများကို မြင်သာသည့်နေရာ၊ ယူရန်လွယ်ကူသည့်နေရာတွင်ထားရှိရန်၊

(၁) မီးသတ်ပူး (၅၀)လုံး

(၂) သံပုံး (၁၀၀)လုံး

(၃) မီးသတ်ရေဆွဲပုံး (၃၀)လုံး

(၄) မီးကပ် (၂၀)ခု

(၅)မီးချိတ် (၂၀)ခု

(၆) ညအချိန်အသုံးပြုရန်လက်နှိပ်ဓာတ်မီး (၁၀)ခု

(၇) ပေါက်ဆိန် (၅) ခု

(၈) မီးသတ်ပိုက်ခေါင်းနှင့် မီးသတ်ပိုက် (၂) စုံ

မီးဘေးအန္တရာယ်သည် ရုံးချိန်အတွင်းဖြစ်ပေါ်ပါကမန်နေဂျာ ၊ လုံခြုံရေးမှူး၊ စီမံရေးရုံးသို့သတင်းပို့ရန်၊ စီမံ လ/ထ မန်နေဂျာ၊ စီမံရေးရုံးမှလည်းနီးစပ်ရာမီးသတ်စခန်းများ၊ ပြည်သူ့ရဲတပ်ဖွဲ့စခန်းများအား အလျင်မြန် အကြောင်းကြားရန်။

မီးဘေးအန္တရာယ်သည်ရုံးပြင်ပတွင်ဖြစ်ပေါ်ပါကမီးလန့်သံချောင်းခေါက်ပြီးမန်နေဂျာ၊ စီမံ လ/ထ မန်နေဂျာ၊တာဝန်မှူး၊ လုံခြုံရေးမှူးတို့ကိုသတင်းပို့အကြောင်းကြားရန်၊ အဆောင်နေဝန်ထမ်းများက နီးစပ်ရာမီး သတ်စခန်းများနှင့် အုပ်ချုပ်ရေးမှူးဒါရိုက်တာအားအကြောင်းကြားရန်၊ လောလောဆယ်ကျရောက်နေသည့် မီးဘေးအန္တရာယ်အား တာဝန်ကျလုံခြုံရေးများ၊ အဆောင်နေဝန်ထမ်းများက ဟန့်တားကာကွယ်ထားရန်။

အဖွဲ့များဖွဲ့စည်းခြင်း

မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်ရေးအတွက် အုပ်ချုပ်မှုဒါရိုက်တာ၊ အထွေထွေမန်နေဂျာတို့၏ လမ်းညွှန်မှုဖြင့် စီမံမန်နေဂျာမှ ရုံးချုပ်အတွက် ကြီးကြပ်မီးငြိမ်းသတ်ရေးအဖွဲ့၊ လုံခြုံရေးအဖွဲ့၊ ကယ်ဆယ်ရေးနှင့် ပစ္စည်းသယ်ယူရွှေ့ပြောင်းရေးအဖွဲ့တို့ကိုပူးတွဲအမည်စာရင်းအတိုင်းဖွဲ့စည်းထားရှိရန်။

မီးငြိမ်းသတ်ရေးအဖွဲ့၏ တာဝန်ဝတ္တရားများ

- (က) မီးသတ်ဗူး၊ မီးကပ်၊ မီးချိတ်၊ သံပုံး၊ လျှပ်စစ်မီးခလုတ်၊ ပင်မမီးခလုတ်ရှိသည့်နေရာများကိုသိရှိအောင် ကြိုတင်လေ့လာထားရမည်။
- (ခ) မီးသတ်ဗူး၊ မီးကပ်၊ မီးချိတ်၊ သံပုံးတို့ကိုလိုအပ်လျှင်အသုံးပြုတတ်အောင် လေ့ကျင့်ထားရမည်။
- (ဂ) မီးလောင်သည့်နေရာနှင့် အနီးစပ်ဆုံးတွင်ရှိသည့် မီးငြိမ်းသတ်ရေးအဖွဲ့ဝင်များက မီးတောက်ကြီးမလာမီ အမြန်ဆုံးတက်ညီလက်ညီစနစ်တကျ မီးငြိမ်းသတ်ရမည်။ကျန် မီးငြိမ်းသတ်ရေးအဖွဲ့ဝင်များ ကအခြားနေ ရာများရှိ မီးသတ်ဆေးဗူးများ၊ မီးချိတ်၊ သံပုံးများသယ်ယူလာပြီးမီးငြိမ်းသတ်ရမည်
- (ဃ) မီးဘေးအန္တရာယ်ကျရောက်လာပါက လျှပ်စစ် (FUSE) ပင်မခလုတ်များကိုချက်ချင်းပိတ်ရမည်။

လုံခြုံရေးအဖွဲ့၏ တာဝန်ဝတ္တရားများ

- (က) မီးဘေးအန္တရာယ် ကျရောက်နေလျှင် ဝန်ထမ်းများဘေးအန္တရာယ်ကင်းရှင်းရေး၊ လုပ်ငန်းပိုင်ပစ္စည်းများ လုံခြုံမှုရရှိရေးတို့ကိုဆောင်ရွက်ရန်။
- (ခ) မီးဘေးအန္တရာယ်ကျရောက်နေချိန်တွင် ကုမ္ပဏီပိုင်ငွေများ၊ ကုမ္ပဏီပိုင်အဖိုးတန်ပစ္စည်းများ၊အခြားကုမ္ပဏီ ပိုင် စာရွက်စာတမ်းပစ္စည်းများကိုဦးစားပေးအဆင့်အလိုက် မီးလောင်ကျွမ်းမှုမရှိစေရန်တစ်နေရာသို့ ရွှေ့ပြောင်းပြီးပါက လုံခြုံရေးအဖွဲ့ဝင်များက လုံခြုံမှုကိုတာဝန်ယူရန်။
- (ဂ) မီးဘေးအန္တရာယ်ကျရောက်နေချိန်တွင် လုံခြုံရေးအဖွဲ့ဝင်များကရောက်ရှိလာသည့်အခါ ပူးပေါင်းအကူ အညီပေးရန်။
- (ဃ) မီးဘေးအန္တရာယ်ကျရောက်နေချိန်တွင် ကုမ္ပဏီရုံးခန်းအတွင်းသို့ တာဝန်ရှိသူများ၊ တပ်ဖွဲ့ဝင်များကိုသာ ဝင်ခွင့်ပြုရန်၊ အခြားမည်သူ့ကိုမျှဝင်ခွင့်မပြုရန်၊ မလိုလျှင်တံခါးမကြီးအားသော့ခတ်လိုက်ရန်။
- (င) မီးဘေးအန္တရာယ်ကျော်လွန်ပြီးနောက် ကုမ္ပဏီပိုင်ငွေများ၊ ကုမ္ပဏီပိုင်အဖိုးတန်ပစ္စည်းများ၊ အခြားကုမ္ပဏီပိုင် စာရွက် စာတမ်းပစ္စည်းများကိုသက်ဆိုင်သူများထံစနစ်တကျပြန်လည်အပ်နှံရမည်။

ကယ်ဆယ်ရေးနှင့်ပစ္စည်းသယ်ယူရွှေ့ပြောင်းရေးအဖွဲ့

- (က) ကုမ္ပဏီပိုင်ငွေများ၊ ကုမ္ပဏီပိုင်အဖိုးတန်ပစ္စည်းများ၊ အခြားကုမ္ပဏီပိုင်စာရွက် စာတမ်းပစ္စည်း များကိုဦး စားပေး အဆင့်အလိုက် မီးဘေးအန္တရာယ်ကင်းရှင်းပြီးလုံခြုံမှုရှိသည့်နေရာသို့ အလျင်အမြန်ရွှေ့ပြောင်းပေးရန်။ လိုအပ်ပါကဒေသရှိ မော်တော်ယာဉ်များကိုတာဝန်ရှိသူထံ တောင်းဆိုလျက်ပစ္စည်းများရွှေ့ပြောင်းရမည်။
- (ခ) သယ်ယူပြောင်းရွှေ့လာသောငွေကြေးပစ္စည်းများကို လုံခြုံရေးအဖွဲ့ဝင်များနှင့်ညှိနှိုင်းပြီးလုံခြုံသည့်နေရာ အားသတ်မှတ်ရန်။

- (ဂ) မီးဘေးအန္တရာယ်လွတ်ကင်းရာသို့ သယ်ယူရွှေ့ပြောင်းရာတွင်ငွေကြေးပစ္စည်းများကို ဆုံးရှုံးပျက်စီးမှုမရှိအောင် အလေအလွင့်မရှိအောင် အထူးဂရုစိုက်ရမည်။
- (ဃ) မီးဘေးအန္တရာယ်ကျရောက်နေစဉ်အတွင်းဒဏ်ရာအနာတရဖြစ်သူများအားလိုအပ်သည့်နေရာသို့ ပို့ဆောင်ရွှေ့ပြောင်းပေးရန်၊ ကုမ္ပဏီပိုင်မော်တော်ယာဉ် ယာဉ်မောင်းများနှင့်ညှိနှိုင်းဆောင်ရွက်ရန်။
- (င) ဝန်ထမ်းများဒဏ်ရာအနာတရဖြစ်စေရန်နှင့် ဒဏ်ရာရရှိပါကကုသမှုပြုနိုင်ရန် ဆေးရုံဆရာဝန်၊ သူနာပြုတို့နှင့်ညှိနှိုင်းဆောင်ရွက်ရန်။
- (စ) မီးဘေးအန္တရာယ်ကျရောက်နေချိန်တွင် ကျန်းမာရေးမကောင်းသူ၊ မသန်စွမ်းသူများအားမီးဘေးအန္တရာယ်မှလွတ်မြောက်စေရန် ကူညီဆောင်ရွက်ပေးရန်။

စီမံခန့်ခွဲမှု

မီးဘေးအန္တရာယ်ကြိုတင်ကာကွယ်ရေးနှင့် မီးဘေးအန္တရာယ်ကျရောက်နေစဉ် မီးငြိမ်းသတ်ရေးအဖွဲ့၊ လုံခြုံရေးအဖွဲ့၊ ကယ်ဆယ်ရေးနှင့် ပစ္စည်းသယ်ယူရွှေ့ပြောင်းရေးအဖွဲ့များသည် လုပ်ငန်းရုံးချုပ်၏အုပ်ချုပ်မှု ဒါရိုက်တာ၊ အထွေထွေမန်နေဂျာ၊ စီမံခန့်ခွဲမှု၊ ဌာနကြီးမှူးများ၊ လုံခြုံရေးမှူး၊ စီမံရေးလက်ထောက်များ၏ စီမံခန့်ခွဲမှု အတိုင်းဆောင်ရွက်ရန်နှင့် ဒေသဆိုင်ရာမြို့နယ်/တိုင်းမီးသတ်ဦးစီးဌာနတို့၏ အရေးပေါ်စီမံကွပ်ကဲမှုကို လည်းပူးပေါင်း၍ လိုက်နာဆောင်ရွက်ရန်။

နိဂုံး

မီးဘေးအန္တရာယ်ကြောင့်ကြုံတွေ့ရမည့် ငွေကြေး၊ အိုးအိမ်၊ စည်းစိမ်၊ ဥစ္စာပစ္စည်းများနှင့်လူအသက်များ ပျက်စီးဆုံးရှုံးမှုများမှ ဤမီးဘေးအန္တရာယ်တားဆီးကာကွယ်ရေးစီမံချက်ကြောင့်ထိခိုက်မှုအနည်းဆုံး၊ ပျက်စီးဆုံးရှုံးမှုအနည်းဆုံးရရှိခံစားနိုင်မည်ဖြစ်ပါသည်။

အတည်ပြုမှတ်တမ်းတင်သူ



U Aung Chit Khin

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သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

အမှတ် (၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်

ရန်ကုန်မြို့။

စာအမှတ် ။ ACK/ MIC / 2018-19 /

ရက်စွဲ ။

အကြောင်းအရာ။ ။ ကုမ္ပဏီဝန်ထမ်းများ သက်သာချောင်ချိရေးနှင့် လုပ်ငန်းခွင်သာယာရေးအတွက် စီစဉ်ဆောင်ရွက်ထားမှုများအား တင်ပြခြင်း။

အထက်အကြောင်းအရာနှင့်ပတ်သက်၍ နိုင်ငံသားများရင်းနှီးမြှုပ်နှံမှုဥပဒေအရ ကျွန်တော်တို့၏ ACK AND CO SERVICES COMPANY LIMITED သည် ကိုယ်ပိုင်တာဝန်ရှိသူတို့အတွက် အလုပ်လုပ်ကိုင် တာဝန်ထမ်းရွက်နေကြသည့် ဝန်ထမ်းနှင့် အလုပ်သမားများအတွက် အောက်ဖော်ပြပါကဏ္ဍများအလိုက် အလုပ်သမား သက်သာချောင်ချိရေးနှင့် လုပ်ငန်းခွင်သာယာရေးတို့အတွက် စီစဉ်ဆောင်ရွက်သွားမည်ဖြစ်ကြောင်းအား လိုအပ်သလို ဆောင်ရွက်နိုင်ရန် တင်ပြအပ်ပါသည်။

(၁) ဝန်ထမ်း ကြို/ပို့ယာဉ်ဖြင့် ဝန်ထမ်းများ၊ အလုပ်သမားများ အလုပ်တက်၊ ဆင်းနိုင်ရန်အတွက် ကြို/ပို့ ဖယ်ရီကားများစီစဉ်ထားရှိပါမည်။ လုပ်ငန်းမှစီစဉ်ပေးသည့် ကြို/ပို့ ဖယ်ရီစီးကြသော အလုပ်သမားများအပေါ် ဖယ်ရီကားခကောက်ခံခြင်းမရှိဘဲ အခမဲ့ပို့ဆောင်ပေးမည်ဖြစ်ပါသည်။

(၂) ကုမ္ပဏီဝန်ထမ်းများ၊ အလုပ်သမားများနှင့် စာသင်သည့်ဆရာ၊ ဆရာမများအနေဖြင့် အလုပ်ဆင်းရက်မှန်ကန်ပါက လုပ်ငန်းအား အာရုံစူးစိုက်လုပ်ကိုင်ခြင်းကို အသိအမှတ်ပြုသည့်အနေဖြင့် တစ်နှစ်တစ်ကြိမ် ဂုဏ်ပြုဆုကြေးထုတ်ပေးပါမည်။

(၃) လုပ်ငန်းရှိဝန်ထမ်းများ၊ အလုပ်သမားများနှင့် ဆရာ၊ ဆရာမများသည် အချိန်ပိုဆင်းရပါက တစ်နာရီအတွက် လုပ်အားခငွေကြေး (၂) ဆတွက်ချက်ပေးပါမည်။ လုပ်ငန်းလိုအပ်ချက်အရ ညဉ့်နက်အထိလုပ်ရပါက အစားအသောက် ကျွေးမွေးခြင်းစီစဉ်မှုများ ဆောင်ရွက်ပေးသွားမည် ဖြစ်ပါသည်။

(၄) ကုမ္ပဏီတွင်ခန့်အပ်တာဝန်ပေးမည့် ဝန်ထမ်းများ၊ အလုပ်သမားများအားလုံးအတွက် လုပ်ငန်းခွင်တွင်စိတ်ဓာတ်တက်ကြွညီညွတ်ရန်အတွက် တူညီဝတ်စုံများ(Uniform) အခမဲ့ထုတ်ဝေပေးမည်ဖြစ်ပါသည်။

(၅) ကုမ္ပဏီတွင်ရှေးဦးသူနာပြုဆေးသေတ္တာထားရှိမည်ဖြစ်ပြီး၊ ထိခိုက်ဒဏ်ရာရရှိပါကသက်ဆိုင်ရာနယ်မြေအလိုက်ဖွင့်လှစ်ထားသည့် လူမှုဖူလုံရေးဆေးခန်းသို့စေလွှတ်၍ ဆေးဝါးကုသမှုခံယူပါမည်။

(၆) ၂၀၁၂ခုနှစ်လူမှုဖူလုံရေးဥပဒေအရ ကုမ္ပဏီရှိဝန်ထမ်း၊ အလုပ်သမားများအားလုံးအား လူမှုဖူလုံရေးဥပဒေအရ လူမှုရေး၊ ကျန်းမာရေးစောင့်ရှောက်မှုနှင့် ငွေကြေးအကျိုးခံစားခွင့်များပိုမိုရရှိစေရန် သက်ဆိုင်ရာလူမှုဖူလုံရေးအဖွဲ့၌ မှတ်ပုံတင်သွားမည်ဖြစ်ပါသည်။ လူမှုဖူလုံရေးထည့်ဝင်ငွေနှင့်ပတ်သက်၍ အလုပ်ရှင်မှထည့်ဝင်ရမည့် ထည့်ဝင်ကြေးအား အလုပ်ရှင်မှထည့်ဝင်သွားမည်အပြင် အလုပ်သမားမှထည့်ဝင်ရမည့် ထည့်ဝင်ကြေးများကို ၎င်းတို့၏လစာမှ ဖြတ်တောက်၍ လူမှုဖူလုံရေးဌာနသို့ ပေးသွင်းထည့်ဝင်သွားမည်ဖြစ်ပါသည်။

(၇) ကုမ္ပဏီတွင်တာဝန်ထမ်းဆောင်သည့်ဝန်ထမ်း၊ အလုပ်သမားများအနေဖြင့်မိမိတို့မိသားစုအတွင်းသာရေး၊ နာရေးကိစ္စများပေါ်ပေါက်ပါကသာရေး၊နာရေးကူညီထောက်ပံ့ငွေများထောက်ပံ့ပေးအပ်သွားမည်ဖြစ်ပါသည်။

(၈) ကုမ္ပဏီတွင်တာဝန်ထမ်းဆောင်သည့်ဝန်ထမ်း၊ အလုပ်သမားများအနေဖြင့်လုပ်ငန်းခွင်အတွင်းအေးချမ်းသာယာစွာ အလုပ်လုပ်နိုင်ရန်အတွက် အဆောက်အအုံအတွင်း၌ လေဝင်လေထွက်ကောင်းအောင် စီမံထားရှိမည်ဖြစ်ပါသည်။ ထို့အပြင် ပန်ကာများ၊ လေအေးပေးစက်များဖြင့်အဆောက်အအုံအတွင်းရှိ လေထုများအား သန့်ရှင်းအောင် ဆောင်ရွက်မည် ဖြစ်ပါသည်။

(၉) ကုမ္ပဏီတွင်အလုပ်လုပ်နေကြသည့်ဝန်ထမ်းများ၊ အလုပ်သမားများ သန့်ရှင်းသောရေသောက်သုံးနိုင်ရန်အတွက် ရေသန့်စက်များနှင့်ရေစစ်ဘူးများထားရှိပြီး သန့်ရှင်းသောသောက်ရေသန့်အား သောက်သုံးရန် စီစဉ်ထားရှိမည်ဖြစ်ပါ သည်။

(၁၀) ရပ်ဝေးနယ်များမှ ကိုယ်ပိုင်တက္ကသိုလ်ကျောင်းတွင် အလုပ်လုပ်ကိုင်လျက်ရှိသည့် ဝန်ထမ်းများနှင့် ဆရာ၊ ဆရာမများအနက်မှ ရိုးသား၍ အလုပ်ကြိုးစားလုပ်ကိုင်သည့်သူများအား ကိုယ်ပိုင်တက္ကသိုလ်ကျောင်းတည်ရှိရာ ဧရိယာတဝိုက် တွင်နေထိုင်ရန် "အဆောင်များ" ငှားရမ်းဆောင်ရွက်ပေးပါမည်။

(၁၁) ကုမ္ပဏီတွင် ဝန်ထမ်းများနှင့် ဆရာ၊ ဆရာမများ အားလပ်ချိန်တွင် စာပေအသိပညာနှင့် ဗဟုသုတရရှိစေရန် စာကြည့်တိုက်တစ်ခု ထူထောင်ထားရှိမည်ဖြစ်ပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

Managing Director

ACK AND CO SERVICES COMPANY LIMITED



မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်
အမှတ်(၁) သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်
ရန်ကုန်မြို့။

အစကြောင်းအရာ။ ။အလုပ်အကိုင်သစ်များပေါ်ပေါက်လာမည့်အခြေအနေအားတင်ပြခြင်း။

၃။ ကိုယ်ပိုင်တက္ကသိုလ်လုပ်ငန်းဆောင်ရွက်ခြင်းဖြင့် မြန်မာနိုင်ငံသားဝန်ထမ်းများပိုမို၍အလုပ်အကိုင်ရရှိကြပြီး တစ်ဖက်တစ်လမ်းမှလည်းနိုင်ငံတော်၏ ဘဏ္ဍာငွေတိုးတက်ရေးကို ဝန်ထမ်းများ၏လစာပေါ်တွင်ပင်ငွေခွန်ထမ်းဆောင်ခြင်းဖြင့်လည်းနိုင်ငံအတွက်အခွန်ဘဏ္ဍာများတိုးတက်ရရှိနိုင်ကြောင်းလေးစားစွာဖြင့် တင်ပြအပ်ပါသည်။

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သို့

ဥက္ကဋ္ဌ

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

အမှတ်(၁) သာစွာလမ်း၊ ရန်ကင်းမြို့နယ်

ရန်ကုန်မြို့။

စာအမှတ် ။ ACK / MIC / 2018-19 /

ရက်စွဲ ။

အကြောင်းအရာ။ ။ **ACK AND CO SERVICES COMPANY LIMITED**၏သဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းရေးစီမံခန့်ခွဲမှုစီမံချက်။

အထက်အကြောင်းအရာပါကိစ္စရပ်နှင့်ပတ်သက်၍ **ACK AND CO SERVICES COMPANY LIMITED** သည် မြန်မာနိုင်ငံ၊ ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ မွေစေတီလမ်းနှင့်ဟားဂရာလမ်းထောင့်၊ အမှတ်(၈)၊ ပန်းခြံတာဝါတွင် ကျောင်းခွဲ(၁)အဖြစ် လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ပြည်လမ်း၊ အမှတ် (၂၃၈)တွင် ကျောင်းခွဲ(၂)အဖြစ်လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ဦးစိစာရလမ်းနှင့်မွေစေတီလမ်းဆုံ၊ အမှတ်(၂၃၇)တွင် ကျောင်းခွဲ(၃)အဖြစ်လည်းကောင်း၊ ကမာရွတ်မြို့နယ်၊အမှတ် (၂)ရပ်ကွက်၊ ပြည်လမ်း၊ အမှတ်(၅၇၅)တွင် ကျောင်းခွဲ(၄) အဖြစ်လည်းကောင်း၊ မန္တလေးတိုင်းဒေသကြီး၊ ချမ်းမြသာစည်မြို့နယ်၊ သင်္ဃန်းလမ်းနှင့် ဧရာဝတီလမ်းထောင့်၊ Block (4), Unit(8)တွင် ကျောင်းခွဲ(၅) အဖြစ်လည်းကောင်း၊ စစ်ကိုင်းတိုင်းဒေသကြီး၊မုံရွာမြို့၊ ကျောက်ကွာလမ်း၊ နန္ဒပန်ရပ်ကွက်တွင် ကျောင်းခွဲ(၆) အဖြစ်လည်းကောင်း၊ ထိုမြေနေရာများအပေါ်တွင် မြန်မာနိုင်ငံသားများမှ ရင်းနှီးမြှုပ်နှံမှုပြုလုပ်လျက် အမျိုးသားပညာရေးဥပဒေ အရပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအဖြစ် "Strategy First Institute"အမည်ဖြင့် အထက်တန်းအောင်ပြီး ကျောင်းသူ၊ကျောင်းသားများအားနိုင်ငံတကာအဆင့်မှီ အသက်မွေးဝမ်းကြောင်း ပညာရပ် ဆိုင်ရာဘာသာရပ်များအတွက် အသိမှတ်ပြုလက်မှတ်များ၊ ဒီပလိုမာလက်မှတ်များနှင့် ဘွဲ့လက်မှတ်များ ရရှိနိုင်မည့် တက္ကသိုလ်ဆင့်ပညာရပ်များအပြင် ဘွဲ့လွန်ပညာရပ်များ တက်ရောက်သင်ကြားပေးလျက်ရှိပြီး ယခုအခါ နိုင်ငံတော်မှဖြေလျော့ပေးပါသည့် ပညာရေးကဏ္ဍ၏ရင်းနှီးမြှုပ်နှံမှုမူဝါဒအသစ်များအရ ပုဂ္ဂလိကပိုင်တက္ကသိုလ် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းအား နှစ်ရှည်ရင်းနှီးမြှုပ်နှံလုပ်ကိုင်လိုပါသဖြင့် မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်သို့ ရင်းနှီးမြှုပ်နှံမှုအဆိုပြုချက်တင်ပြထားသည့် ကုမ္ပဏီတစ်ခုဖြစ်ပါသည်။

ကုမ္ပဏီအနေဖြင့် စီမံကိန်းလုပ်ငန်းဆောင်ရွက်မည့်ဒေသတွင် ကိုယ်ပိုင်တက္ကသိုလ်လုပ်ငန်းအားလုပ်ဆောင်ရာ၌ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်၏ သဘာဝပတ်ဝန်းကျင်နှင့် သစ်တောရေးရာဝန်ကြီးဌာနမှ ပြဌာန်းထားသည့် သတ်မှတ်ချက်များအားလည်း ပြည့်ဝစွာလိုက်နာဆောင်ရွက်မည်အပြင် မိမိတို့လုပ်ငန်း၌လည်း သဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းစောင့်ရှောက်မှုနှင့် လူမှုစီးပွားဆိုင်ရာထိခိုက်မှု မပေါ်ပေါက်လာစေရန် လိုအပ်သည့် လုပ်ငန်းစီမံချက်များကို အောက်ပါ အတိုင်းချမှတ်ဆောင်ရွက်မည်ဖြစ်ပါသည်။

သဘာဝပတ်ဝန်းကျင်ဆိုင်ရာစီမံခန့်ခွဲမှုစီမံချက်

- (၁) ပတ်ဝန်းကျင်နှင့်လူမှုရေးဆိုင်ရာထိခိုက်မှုအနည်းဆုံးဖြစ်စေမည့်လုပ်ငန်းဆောင်ရွက်မှုအစီအစဉ်
- (၂) စွန့်ပစ်ပစ္စည်းနှင့်စွန့်ပစ်အရည်များစီမံခန့်ခွဲမှုအစီအစဉ်
- (၃) ပတ်ဝန်းကျင်နှင့်လူမှုရေး၊ကျန်းမာရေးဆိုင်ရာထိခိုက်မှုရှိမရှိစောင့်ကြည့်လေ့လာမည့်အစီအစဉ်
- (၄) သဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းစောင့်ရှောက်မည့်အစီအစဉ်
- (၅) ပတ်ဝန်းကျင်နှင့်လူမှုရေး၊ကျန်းမာရေးထိခိုက်မှုလျော့ပေါ့ရေးဆောင်ရွက်မှုအတွက်သုံးစွဲမည်ရန်ပုံငွေ သတ်မှတ်ထားခြင်းအစီအစဉ်

(၁) ပတ်ဝန်းကျင်နှင့်လူမှုရေးဆိုင်ရာထိခိုက်မှုအနည်းဆုံးဖြစ်စေမည့်လုပ်ငန်းဆောင်ရွက်မှုအစီအစဉ်

- (က) စီမံကိန်းဧရိယာအတွင်းလုပ်ငန်းဆောင်ရွက်မည့် ဝန်ထမ်းအလုပ်သမားများအားကုမ္ပဏီမှရေးဆွဲထားသည့် ပတ်ဝန်းကျင်နှင့်လူမှုရေးဆိုင်ရာထိခိုက်မှုအနည်းဆုံးဖြစ်စေမည့် လုပ်ငန်းဆောင်ရွက်မှု အစီစဉ်အားကျေညက်စွာသိရှိရန်သင်တန်းများပို့ချပေးရန်။
- (ခ) လိုအပ်ပါကပြင်ပရှိသဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းရေးနှင့်ပတ်သက်သည့်ပညာရှင်များအားဖိတ်ခေါ်၍သင်တန်းပို့ချပေးရန်။
- (ဂ) လုပ်ငန်းလုပ်ကိုင်ဆောင်ရွက်နေစဉ်သဘာဝပတ်ဝန်းကျင်နှင့်လူမှုရေးဆိုင်ရာထိခိုက်မှုများရှိလာနိုင်ပါကသက်ဆိုင်ရာတာဝန်ရှိသည်အဖွဲ့အစည်းများနှင့်ပေါင်းစပ်၍လည်းကောင်း၊ ပြုပြင်လုပ်ကိုင်သွားမည်ဖြစ်ပါသည်။

(၂) စွန့်ပစ်ပစ္စည်း၊ စွန့်ပစ်အရည်များစီမံခန့်ခွဲမှုအစီအစဉ်

(က) ကုမ္ပဏီမှဖွင့်လှစ်ထားသောတက္ကသိုလ်အတွင်းတွင် ကျောင်းသား/သူများ၊ဆရာ/ဆရာမများနှင့် ရုံးဝန်ထမ်းများမှ စွန့်ပစ်ခဲ့သောအမှိုက်များအားစနစ်တကျသိမ်းဆည်း၍ ရန်ကုန်မြို့တော်စည်ပင်သာယာရေးအဖွဲ့၏ လမ်းညွှန်ချက်နှင့်အညီ ယင်းအမှိုက်များအားစွန့်ပစ်ဖျက်စီးသွားမည်ဖြစ်ပါသည်။

(ခ) ကုမ္ပဏီပိုင်ကားများ၊ ကျောင်းကြိုပိုကားများမှစွန့်ပစ်သည့် အင်ဂျင်နစ်နှင့်ဂီယာပိုင်အဟောင်းများအား အသစ်ဖြင့်လဲလှယ်ပြီးပါကပုံးများဖြင့်သိုလှောင်ထားရှိမည်ဖြစ်ပါသည်။ထို့နောက်အင်ဂျင်နစ်နှင့် ဂီယာပိုင်အဟောင်းများကွက်သို့လုပ်ငန်းအနေဖြင့်အခြားဝင်ငွေရရှိစေရန် ရောင်းချမည်ဖြစ်ပါသည်။

(ဂ) ကုမ္ပဏီပိုင်ကားများ၊ ကျောင်းကြိုပိုကားများဆေးကြောခြင်းမှထွက်ရှိသည့်ရေများအားရေမြောင်းများ အတွင်းသို့လည်းကောင်း၊စွန့်ပစ်မည်ဖြစ်ပါသည်။

(၃) လုပ်ငန်း၏ပတ်ဝန်းကျင်နှင့်လူမှုရေးကျန်းမာရေးဆိုင်ရာထိခိုက်မှုရှိမရှိစောင့်ကြည့်လေ့လာမည့်အစီအစဉ်

(က) လုပ်ငန်း၏ပတ်ဝန်းကျင်နေရာသည် မြန်မာနိုင်ငံ၊ ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ ဓမ္မစေတီလမ်းနှင့်ဗားဂရာလမ်းထောင့်၊ အမှတ်(၈)၊ ပန်းခြံတာဝါတွင် ကျောင်းခွဲ(၁)အဖြစ်လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ပြည်လမ်း၊ အမှတ် (၂၃၈)တွင် ကျောင်းခွဲ(၂)အဖြစ်လည်းကောင်း၊ စမ်းချောင်းမြို့နယ်၊ ဦးစိစာရလမ်း နှင့်ဓမ္မစေတီလမ်းဆုံ၊ အမှတ်(၂၃၇)တွင်ကျောင်းခွဲ(၃)အဖြစ်လည်းကောင်း၊ ကမာရွတ်မြို့နယ်၊အမှတ် (၂)ရပ်ကွက်၊ ပြည်လမ်း၊ အမှတ်(၅၇၅)တွင် ကျောင်းခွဲ(၄)အဖြစ်လည်းကောင်း၊ မန္တလေးတိုင်းဒေသကြီး၊ ချမ်းမြသာစည်မြို့နယ်၊ သဇင်လမ်းနှင့်ငုရွှေဝါလမ်းထောင့်၊Block (4), Unit (8) တွင် ကျောင်းခွဲ(၅) အဖြစ်လည်းကောင်း၊ စစ်ကိုင်းတိုင်းဒေသကြီး၊မုံရွာမြို့၊ ကျောက္ကာလမ်း၊ နန္ဒဝန်ရပ်ကွက်တွင်ကျောင်းခွဲ(၆)အဖြစ်လည်းကောင်း ထိုမြေနေရာများအပေါ်တွင်တည်ရှိ ဖွင့်လှစ်ထားရှိသဖြင့်မိမိတို့လုပ်ငန်းသည်ပတ်ဝန်းကျင်အားထိခိုက်မှုရှိရန်ခဲယဉ်းပါသည်။

(ခ) သို့ရာတွင်မိမိတို့ကုမ္ပဏီအနေဖြင့်ကိုယ်ပိုင်တက္ကသိုလ်ဖွင့်လှစ်ထားသောနေရာဒေသရှိပတ်ဝန်းကျင်နှင့် လူမှုရေးကျန်းမာရေးဆိုင်ရာထိခိုက်မှုရှိမရှိအားစောင့်ကြည့်လေ့လာရန်ကုမ္ပဏီတွင်စောင့်ကြည့်လေ့လာရေးအဖွဲ့ဖွဲ့စည်းမည်ဖြစ်ပါသည်။

(ဂ) အဆိုပါစောင့်ကြည့်လေ့လာရေးအဖွဲ့သည် ကိုယ်ပိုင်တက္ကသိုလ်ဖွင့်လှစ်ထားသောပတ်ဝန်းကျင်ရှိ ပြည်သူများ၏ပြောင်းလဲလာသောစိတ်နေစိတ်ထားနှင့်စာသင်ကျောင်းအတွက် အသုံးပြုနေသောလုပ်ငန်းသုံးကားများကြောင့်

အလုပ်လုပ်ကိုင်နေသည့်ဒေသပတ်ဝန်းကျင်ထိခိုက်မှုပျက်စီးမှုများရှိမရှိအားလည်းကောင်းကိုယ်တိုင်သွားရောက်
လေ့လာ၍ ဒါရိုက်တာအဖွဲ့ထံအစီရင်ခံစာတင်ပြရမည်ဖြစ်ပါသည်။

(ဃ) ကုမ္ပဏီ၏စောင့်ကြည့်လေ့လာရေးအဖွဲ့၏အစီရင်ခံစာအရထိုဒေသတွင်သဘာဝပတ်ဝန်းကျင်ထိခိုက်ခြင်း၊ဒေသ
ဆိုင်ရာအဖွဲ့အစည်းများ၊ ရပ်မိရပ်ဖများနှင့်ကျွမ်းကျင်သူများနှင့်ပူးပေါင်းကာသင့်တော်သည့်နည်းစနစ်များဖြင့် ပြန်
လည်ပြင်ဆင်ပေးမည်ဖြစ်ပါသည်။

(င) ဤကဲ့သို့ပြန်လည်ဆောင်ရွက်ပြီးသည်တိုင် စောင့်ကြည့်လေ့လာရေးအဖွဲ့သည်ရပ်ရွာရှိလူမှုရေး အဖွဲ့များနှင့်
ပူးပေါင်း၍ ဆက်လက်စောင့်ကြည့်စေမည်ဖြစ်ပါသည်။

(စ) အကယ်၍လိုအပ်လာပါကပြင်ပကျွမ်းကျင်သူအဖွဲ့အစည်းများနှင့်ချိတ်ဆက်၍ သဘာဝပတ်ဝန်းကျင်အား ပြန်လည်
ထိန်းသိမ်းစောင့်ရှောက်ခြင်း၊လူမှုရေးနှင့်စီးပွားရေးနစ်နာမှုများအား ပြန်လည်ထူထောင်ပေးခြင်းများပြုလုပ်မည်
ဖြစ်ပါသည်။

(ဆ) လုပ်ငန်းသွားရောက်လုပ်ကိုင်ရာဒေသအတွင်းပတ်ဝန်းကျင်နှင့်လူမှုစီးပွားထိခိုက်မှုမရှိစေကာမူလုပ်ငန်းအနေဖြင့်
လိုအပ်သောဒေသဆိုင်ရာပတ်ဝန်းကျင်နှင့်လူမှုစီးပွားအတွက် ဖွံ့ဖြိုးတိုးတက်ရန်လိုအပ်ချက်များ ရှိနေကြောင်း စောင့်
ကြည့်လေ့လာရေးအဖွဲ့ကအစီရင်ခံစာပြလာပါကလုပ်ငန်းအနေဖြင့် သက်ဆိုင်ရာအဖွဲ့များနှင့် ပူးပေါင်းကာဆောင်
ရွက်ပေးသွားမည်ဖြစ်ပါသည်။

(၄)သဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းစောင့်ရှောက်မည့်အစီအစဉ်များကို အောက်ပါအတိုင်းစီစဉ်ဆောင်ရွက်မည်ဖြစ်ပါ
သည်။

(က) ကုမ္ပဏီလုပ်ငန်း၏ပတ်ဝန်းကျင်တွင်စိမ်းလန်းသာယာမှုရှိစေရန်သစ်ပင်၊ပန်းမာန်များစိုက်ပျိုးခြင်း။

(ခ) လုပ်ငန်းနေရာပတ်ဝန်းကျင်တွင်လုပ်ငန်းကြောင့်မြောင်းပိတ်၊ချောင်းပိတ်မဖြစ်စေရန်အတွက်ရေစီးရေလာကောင်း
အောင်ရေဆင်းမြောင်းများ စနစ်တကျပြုလုပ်ဆောင်ရွက်ပေးထားခြင်း။

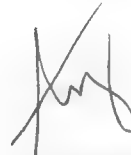
(ဂ) လုပ်ငန်းသုံးမီးစက်အကြီးစားယန္တရားကြီးများအားအမြဲမပြတ်ပြုပြင်မွမ်းမံခြင်း၊ ထိန်းသိမ်းခြင်းများပုံမှန် ပြုလုပ်ခြင်း
အားဖြင့် စက်ယန္တရားကြီးများမှထွက်ရှိမည့် ကာဗွန်ဒိုင်အောက်ဆိုဒ်မီးခိုးများထွက်ရှိမှုနည်းအောင် ဆောင်ရွက်ခြင်း။

(ဃ) အခါအားလျော်စွာသဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းစောင့်ရှောက်ရေးအဖွဲ့များ၏ပူးပေါင်းဆောင်ရွက်မှုဖြင့်လည်းကောင်း၊သဘာဝပတ်ဝန်းကျင်ထိန်းသိမ်းရေးနှင့်သစ်တောရေးရာဝန်ကြီးဌာန၏လမ်းညွှန်မှုဖြင့်လည်းကောင်း သဘာဝ
ပတ်ဝန်းကျင်ထိန်းသိမ်းရေးလုပ်ငန်းအားပူးပေါင်းလုပ်ကိုင်ပေးမည်ဖြစ်ပါသည်။

(၅)သဘာဝပတ်ဝန်းကျင်နှင့်လူမှုရေးကျန်းမာရေးထိခိုက်မှုလျော့ပါးရေးဆောင်ရွက်မှုအတွက်သုံးစွဲမည်ရန်ပုံငွေသတ်မှတ်ခြင်း။

လုပ်ငန်းဆောင်ရွက်မှုမပြုသင့်သဘာဝပတ်ဝန်းကျင်နှင့်လူမှုစီးပွားအပါအဝင်ကျန်းမာရေးထိခိုက်မှုလျော့နည်းစေရန်အတွက်ရည်ရွယ်၍ ကုမ္ပဏီအနေဖြင့်၎င်းအတွက် အသုံးစရိတ်ရန်ပုံငွေတစ်ရပ်သီးခြားထားရှိဆောင်ရွက်မည်ဖြစ်ပါသည်။ ဤရန်ပုံငွေသည်ကုမ္ပဏီ၏အမြတ်ငွေမှ (၂%) ရာခိုင်နှုန်းဖြင့် သီးသန့်ရန်ပုံငွေထားရှိမည် ဖြစ်ပါသည်။ ဤရန်ပုံငွေမှ သဘာဝပတ်ဝန်းကျင်နှင့်လူမှုရေးကျန်းမာရေးဆိုင်ရာ ထိခိုက်မှုလျော့ပါးရေးလုပ်ငန်းစဉ်တစ်ခုတည်းကိုသာ သုံးစွဲဆောင်ရွက်မည်ဖြစ်ပါသည်။

လေးစားစွာဖြင့်



U Aung Chit Khin

Managing Director/CEO

ACK AND CO SERVICES COMPANY LIMITED

ACK AND CO SERVICES COMPANY LIMITED**(Private University Project) Strategy First****Planned Investment Structure**

Sr. No.	Particulars	Investment Amount			
		Original Investment Amount (US\$)		Original Investment Amount (Kyat)	Total Investment Amount (Kyat)
		Amount (US\$)	Converted Kyat Amount		
1	Exchange Rate / per US\$	-			1,550
2	Investment In-Kind				
1	Office Equipment			459,253,183	459,253,183
2	Furniture & Fixtures	346,100	536,455,000	74,229,217	610,684,217
3	Machines	47,200	73,160,000		73,160,000
4	Vehicles	134,000	207,700,000	3,946,940	211,646,940
3	Investment In-Cash				-
1	Cash	-		500,000,000	500,000,000
					-
		527,300	817,315,000	1,037,429,340	1,854,744,340

Note : Exchange Rate : 1 US\$ = 1,550 Kyat/- (Approximately for managed floating rate)

အေစီကေနှင့်ကို ဝန်ဆောင်မှုကုမ္ပဏီလီမိတက်

ကုမ္ပဏီအစုရှယ်ယာထည့်ဝင်မှုစာရင်း

စဉ်	အမည်	နိုင်ငံသားနှင့် အမျိုးသားမှတ်ပုံတင်အမှတ်	အလုပ်အကိုင်	အစုရှယ်ယာဦးရေ	နေရပ်လိပ်စာ
၁	ဦးအောင်ချစ်ခင်	မြန်မာ ၁၂/မရက(နိုင်)၁၁၁၈၁၃	ကုန်သည်	၂,၅၉၅	အမှတ်(၃၆၀),မောရတီလမ်း၊(၅)ရပ်ကွက်၊မရမ်းကုန်းမြို့နယ်၊ရန်ကုန်တိုင်းဒေသကြီး။
၂	ဦးချစ်ခင်(ခ) လင်ချစ်ကျံ	မြန်မာ ၁၂/ကတတ(နိုင်)၀၁၄၈၂၀	ကုန်သည်	၅	အမှတ်(၁၀၀၅)၊၁၀လွှာ၊ပန်းခြံတာဝါ၊စမ်းချောင်းမြို့နယ်၊ရန်ကုန်တိုင်းဒေသကြီး။

အေစီကောနှင့်ကို ပန်ဆောင်မှုကုမ္ပဏီလီမိတက်

ကုမ္ပဏီဒါရိုက်တာအဖွဲ့ဝင်စာရင်း

စဉ်	အမည်	နိုင်ငံသားနှင့် အမျိုးသားမှတ်ပုံတင်အမှတ်	ရာထူး	နေရပ်လိပ်စာ
၁	ဦးအောင်ချစ်ခင်	မြန်မာ ၁၂/မရက(နိုင်)၁၁၁၈၁၃	မန်နေဂျင်း ဒါရိုက်တာ	အမှတ်(၃၆၀),မောရတီလမ်း(၅)ရပ်ကွက်၊မရမ်းကုန်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။
၂	ဦးချစ်ခင်(ခ) လင်ချစ်ကျော်	မြန်မာ ၁၂/ကတတ(နိုင်)၀၁၄၈၂၀	ဒါရိုက်တာ	အမှတ်(၁၀၀၅)၊၁၀လွှာ၊ပန်းခြံတာဝါ၊စမ်းချောင်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။

ACK AND CO SERVICES COMPANY LIMITED

FURNITURE AND FIXTURE INVESTMENT STATEMENT

(To be Imported Items)

Sr.No	Description	Madel	Accounting Unit	Qty	Unit Cost (US\$)	Amount (US\$)
1	Theater Furniture	SJ9604	U	525	120	63,000
2	School Furniture - School Sets	HR 5232	U	1,400	86	120,400
3	Office Furniture - Office Chair	FOH-F11-A09	U	200	75	15,000
4	Theater Furniture - Meeting Table	HD-10B	U	220	140	30,800
5	Training Chair with Wheels	T16	U	500	45	22,500
6	Office Furniture - Office Chair	LS-6202B	U	800	40	32,000
7	Office Workstation	FOH-WB2412W	U	40	460	18,400
8	Smart Interactive All in One Computer for Classroom	MSD6A828EVC	U	20	2,200	44,000
Total				3,705		346,100

Note : Exchange Rate : 1 US\$ = 1,550 Kyat/-(Approximately for managed floating rate)

ACK & CO SERVICES COMPANY LIMITED**(Private University Project)****Furniture & Fixtures List (To be Local Purchased items)**

Sr. No.	Particulars	Qty.	Price (Kyat)	Amount (Kyat)	Remarks
1	Managerial Persons Table	4	450,000	1,800,000	
2	Managerial Persons Chair	4	250,000	1,000,000	
3	Teacher & Manager Table & Chairs	50	200,000	10,000,000	
4	Office Table & Chairs	10	140,000	1,400,000	
5	White Board	50	120,000	6,000,000	
6	Office Chair	100	40,000	4,000,000	
7	Meeting Table	12	300,000	3,600,000	
8	Meeting Chair	120	50,000	6,000,000	
	Total Amount			33,800,000	

ACK & CO SERVICES COMPANY LIMITED**(Private University Project)****MACHINE REQUIRED LIST****(To be Local Purchase Items)**

Sr. No.		Description	A/U	Qty	Unit Cost (USD)	Amount (US\$)
1		Total Machines Requirement				
	1	Portable Generator 10 KV	Unit	3	4,000	12,000
	2	Main Generator	Unit	4	8,500	34,000
	3	Green Grass Trimmer	Unit	4	300	1,200
				11		47,200

Note : Exchange Rate : 1 US\$ = 1,550-00 (Kyat) (Approximately for managed floating rate)

ACK & CO SERVICES COMPANY LIMITED**(Private University Project)****VEHICLE REQUIRED LIST****(To be Local Purchase Items)**

Sr. No.	Description	Brand	Engin Power	A/U	Qty	Unit Cost (US\$)	Amount(US\$)	Equilivant Kyat
1	Hiace (High Roof)	Toyota (Computer)	3.0 Diesel	Unit	2	22,000	44,000	68,200,000
2	Mini-bus for School Ferry	Hyundai	2.4 Diesel	Unit	3	30,000	90,000	139,500,000
	Total				5		134,000	207,700,000

Note : Exchange Rate : 1 US\$ = 1,550 Kyat/- (Approximately for managed floating rate)

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

Office Equipment List (To be Local Purchased items)

Sr. No.	Particulars	A/U	Qty.	Unit Price MMK	Amount (MMK)	Remarks
	Office Use Purpose					
1	Computer Laptop for Office	Unit	50	450,000	22,500,000	
2	Office Printer (Epson)	Unit	6	200,000	1,200,000	
3	Steel Locker	Unit	100	500,000	50,000,000	
4	Wall Clock	Unit	50	30,000	1,500,000	
5	Refrigerator	Unit	12	450,000	5,400,000	
6	Finger Print Machine	Unit	20	120,000	2,400,000	
7	Projector	Unit	20	700,000	14,000,000	
8	Vacuum Cleaner	Unit	18	80,000	1,440,000	
9	Desktop Computers (HP)	Unit	10	500,000	5,000,000	
10	Laptop Computers (HP i7)	Unit	100	450,000	45,000,000	
11	Smart TV	Unit	20	300,000	6,000,000	
12	Conference Table	Unit	50	387,500	19,375,000	
13	Chairs for Conference	Unit	200	62,000	12,400,000	
14	CCTV Camera For Classrooms	Unit	100	775,000	77,500,000	
15	Lighting Accessories	Lot	1	49,600,000	49,600,000	
			757		313,315,000	

ACK & Co Services Co., Ltd - Strategy First

Required Manpower Statement

Local Staff Employment

No	Department	Designation	Gender	Male	Female	Total
1	Academic	Academic Assistant	Male	1		1
2	Academic	Academic Director	Male	1		1
3	Academic	Assistant Manager (Assistant Lecturer)	Female		1	1
4	Academic	Assistant Teacher (Business)	Male	3	3	6
5	Academic	Assistant Teacher (Engineering)	Female		2	2
6	Academic	Dean and Head of Department (Engineering)	Female		1	1
7	Academic	Junior Associate	Female		1	1
8	Academic	Lecturer & Exam Performance Manager (Business)	Female		1	1
9	Academic	Lecturer & Head of Department (Business)	Male	1		1
10	Academic	Lecturer (IT)	Female		2	2
11	Academic	Lecturer(Business)	Female		3	3
12	Academic	Senior Lecturer & Head of Department (IT)	Female		1	1
13	Accounting & Finance	Accountant	Male		3	3
14	Accounting & Finance	Associate	Female	1		1
15	Accounting & Finance	Chief Accountant	Female		1	1
16	Accounting & Finance	Junior Accountant	Female		1	1
17	Accounting & Finance	Junior Cashier	Male		1	1
18	Accounting & Finance	Senior Accountant	Female	1		1
19	Accounting & Finance	Senior Cashier	Male	1		1
20	Admin & Housekeeping	Cleaner	Male	2	12	14
21	Canteen	Chef	Male	1		1
22	Canteen	F&B Manager (Canteen)	Male	1		1
23	Canteen	Senior Staff	Female	2	3	5
24	Canteen	Staff	Male	7	3	10
25	Content	Editor	Male	1		1
26	Content	Layout Designer	Female		1	1
27	Content	Translation Editor	Male	1		1
28	Corporate	Corporate Affairs Director	Male	1		1
29	Corporate	Executive Assistant to MD	Male	1		1
30	Corporate	General Manager	Male	1		1
31	Corporate	Liason Officer	Male	1		1
32	GYM	Trainer	Male	2		2
33	HR	Associate (HR)	Male	1		1
34	Inten	Junior Associate	Female	2	1	3
35	IT	Junior Android Developer	Male	1		1
36	IT	Junior Coloring Artist	Female		1	1
37	IT	Junior Web Developer	Male	1		1
38	IT	Senior Associate	Female		1	1
39	Library	Librarian	Female		1	1
40	Maintenance	Admin	Male	1		1
41	Maintenance	Admin (Junior Associate)	Male	2		2
42	Marketing	Assistant Manager	Male	1		1
43	Marketing	Assistant Manager (Event)	Male	1		1
44	Marketing	Associate	Female		1	1
45	Marketing	Associate (Marketing Communication)	Male	2		2
46	Marketing	Interior Decoration	Female		1	1
47	Marketing	Junior Associate	Male	2	1	3
48	Marketing	Manager (Marketing Insights)	Male	1		1
49	Marketing	Senior Associate	Female		1	1
50	Marketing	Staff	Male	2		2

51	Marketing	Supervisor	Male	1		1
52	Marketing	Supervisor (Marketing Communication)	Male	1		1
53	Marketing	Supervisor (Partner Relations)	Male	1		1
54	Media Production	Designer	Male	1		1
55	Media Production	Photographer (Senior Associate)	Female		1	1
56	Media Production	Senior Associate (Audio)	Male	1		1
57	Media Production	Senior Graphic Designer	Male	2		2
58	Media Production	Senior Video Editor (Senior Associate)	Male	1		1
59	Media Production	Video Editor	Male	1		1
60	Media Production	Videographer (Senior Associate)	Male	1		1
61	Operation Audit	Associate (Operation audit)	Female	1	1	2
62	Operation Audit	Manager (Operation Audit)	Male	1		1
63	Operation Audit	Senior Associate (Operation Audit)	Female		1	1
64	Postgraduate	Assistant Program Manager (Postgraduate)	Male	1		1
65	Postgraduate	Manager (Corproate Clients)	Male	1		1
66	Postgraduate	Senior Associate	Male	1		1
67	Professional Development	Assistant Manager	Female	2	1	3
68	Professional Development	Associate	Male	4	2	6
69	Professional Development	Centre Manager	Female		1	1
70	Professional Development	Junior Associate	Male	6	2	8
71	Professional Development	Manager	Female		1	1
72	Professional Development	Manager(Center Head, Mandalay)	Male	1		1
73	Professional Development	Senior Associate	Male	2		2
74	Professional Development	Supervisor	Male	2	1	3
75	Registration	Assistant Manager (Registration)	Male	1		1
76	Registration	Manager (Registration)	Female		1	1
77	Registration	Senior Associate	Female		2	2
78	Registration	Trainee	Female		1	1
79	Stock Department	Associate	Male	1		1
80	Stock Department	Senior Associate	Male	1		1
81	Transportation	Driver	Male	3		3
82	Undergraduate Department	Assistant Program Manager (Engineering)	Female		1	1
83	Undergraduate Department	Associate	Male	5		5
84	Undergraduate Department	Junior Associate	Male	2	1	3
85	Undergraduate Department	Program Manager (Undergraduate-Business)	Female		1	1
86	Undergraduate Department	Supervisor	Female		2	2
87	Undergraduate Department	Supervisor (Undergraduate-Business)	Male	2		2
88	Undergraduate Department	Trainee	Male	1		1
Total				95	68	163

ACK AND CO SERVICES COMPANY LIMITED

(Private University Project)

Salary & Wages Expenditures Forecast Statement

(LOCAL EMPLOYEE)

(MMK)

SR. NO.		DEPARTMENT/POST		Year - 1			Year - 2			Year -3			
		M/P Qty.	Rate (Ks.)	Amount		M/P Qty.	Rate (Ks.)	Amount		M/P Qty.	Rate (Ks.)	Amount	
Academic Department													
1	Academic Director	1	3,500,000	3,500,000		1	3,675,000	3,675,000		1	3,858,750	3,858,750	
2	Assistant Teacher (Business)	6	500,000	3,000,000		6	525,000	3,150,000		6	551,250	3,307,500	
3	Assistant Teacher (Engineering)	2	500,000	1,000,000		2	525,000	1,050,000		2	551,250	1,102,500	
4	Lecturer (Business)	3	600,000	1,800,000		3	630,000	1,890,000		3	661,500	1,984,500	
5	Lecturer (IT)	2	600,000	1,200,000		2	630,000	1,260,000		2	661,500	1,323,000	
6	Academic Assistant	1	350,000	350,000		1	367,500	367,500		1	385,875	385,875	
7	Junior Associate	18	280,000	5,040,000		18	294,000	5,292,000		18	308,700	5,556,600	
8	Lecturer & Exam Performance Manager (Business)	1	1,000,000	1,000,000		1	1,050,000	1,050,000		1	1,102,500	1,102,500	
9	Lecturer & Head of Department (Business)	1	1,050,000	1,050,000		1	1,102,500	1,102,500		1	1,157,625	1,157,625	
10	Dean and Head of Department (Engineering)	1	2,500,000	2,500,000		1	2,625,000	2,625,000		1	2,756,250	2,756,250	
11	Senior Lecturer & Head of Department (IT)	1	650,000	650,000		1	682,500	682,500		1	716,625	716,625	
12	Assistant Manager	1	700,000	700,000		1	735,000	735,000		1	771,750	771,750	
Sub Total		38		21,790,000		38		22,879,500		38		24,023,475	
13	Accountant	3	450,000	1,350,000		3	472,500	1,417,500		3	496,125	1,488,375	
14	Admin	3	330,000	990,000		3	346,500	1,039,500		3	363,825	1,091,475	
15	Centre Manager	1	750,000	750,000		1	787,500	787,500		1	826,875	826,875	
16	Chief Accountant	1	1,300,000	1,300,000		1	1,365,000	1,365,000		1	1,433,250	1,433,250	
17	Corporate Affairs Director	1	2,600,000	2,600,000		1	2,730,000	2,730,000		1	2,866,500	2,866,500	
18	F&B Manager (Canteen)	1	450,000	450,000		1	472,500	472,500		1	496,125	496,125	
19	General Manager	1	1,500,000	1,500,000		1	1,575,000	1,575,000		1	1,653,750	1,653,750	
20	Junior Accountant	1	220,000	220,000		1	231,000	231,000		1	242,550	242,550	
21	Junior Cashier	1	270,000	270,000		1	283,500	283,500		1	297,675	297,675	
22	Manager	6	850,000	5,100,000		6	892,500	5,355,000		6	937,125	5,622,750	
23	Senior Accountant	1	730,000	730,000		1	766,500	766,500		1	804,825	804,825	
24	Senior Cashier	1	400,000	400,000		1	420,000	420,000		1	441,000	441,000	
25	Senior Staff	5	300,000	1,500,000		5	315,000	1,575,000		5	330,750	1,653,750	
26	Staff	12	180,000	2,160,000		12	189,000	2,268,000		12	198,450	2,381,400	
Sub Total		38		19,320,000		114		20,286,000		114		21,300,300	
Operation Per Annum Salary ('000)		76		493,320				517,986				543,885	
17	Assistant Manager	6	700,000	4,200,000		6	735,000	4,410,000		6	771,750	4,630,500	
18	Assistant Program Manager	2	550,000	1,100,000		2	577,500	1,155,000		2	606,375	1,212,750	
20	Associate	19	360,000	6,840,000		19	378,000	7,182,000		19	396,900	7,541,100	
21	Chef	1	350,000	350,000		1	367,500	367,500		1	385,875	385,875	
22	Cleaner	14	200,000	2,800,000		14	210,000	2,940,000		14	220,500	3,087,000	
24	Designer	1	300,000	300,000		1	315,000	315,000		1	330,750	330,750	
25	Driver	3	350,000	1,050,000		3	367,500	1,102,500		3	385,875	1,157,625	
26	Editor	1	520,000	520,000		1	546,000	546,000		1	573,300	573,300	
27	Executive Assistant to MD	1	350,000	350,000		1	367,500	367,500		1	385,875	385,875	
28	Interior Decoration	1	500,000	500,000		1	525,000	525,000		1	551,250	551,250	
29	Junior Android Developer	1	350,000	350,000		1	367,500	367,500		1	385,875	385,875	
31	Junior Coloring Artist	1	250,000	250,000		1	262,500	262,500		1	275,625	275,625	
32	Junior Web Developer	1	350,000	350,000		1	367,500	367,500		1	385,875	385,875	
33	Layout Designer	1	450,000	450,000		1	472,500	472,500		1	496,125	496,125	
37	Liaison Officer	1	480,000	480,000		1	504,000	504,000		1	529,200	529,200	
38	Librarian	1	180,000	180,000		1	189,000	189,000		1	198,450	198,450	
39	Photographer (Senior Associate)	1	370,000	370,000		1	388,500	388,500		1	407,925	407,925	
40	Program Manager (Undergraduate-Business)	1	700,000	700,000		1	735,000	735,000		1	771,750	771,750	
41	Senior Associate	10	300,000	3,000,000		10	315,000	3,150,000		10	330,750	3,307,500	
42	Senior Graphic Designer	1	500,000	500,000		1	525,000	525,000		1	551,250	551,250	
43	Senior Graphic Designer	1	500,000	500,000		1	525,000	525,000		1	551,250	551,250	
45	Senior Video Editor (Senior Associate)	1	400,000	400,000		1	420,000	420,000		1	441,000	441,000	
46	Supervisor	10	400,000	4,000,000		10	420,000	4,200,000		10	441,000	4,410,000	
47	Trainee	4	230,000	920,000		4	241,500	966,000		4	253,575	1,014,300	
48	Translation Editor	1	400,000	400,000		1	420,000	420,000		1	441,000	441,000	
49	Video Editor	1	400,000	400,000		1	420,000	420,000		1	441,000	441,000	
50	Videographer (Senior Associate)	1	500,000	500,000		1	525,000	525,000		1	551,250	551,250	
49	Sub total per month	87		31,760,000		87		33,348,000		87		35,015,400	
50	Administrative Per Annum Salary ('000)			381,120				400,176				420,185	
51	Total Wages & Salary Payment Amount	163		874,440		201		918,162		201		964,070	

ACME AND CO SERVICES COMPANY LIMITED

(Private University Project)

Salary & Wages Expenditures Forecast Statement

(LOCAL EMPLOYEE)

(MMK)

SR. NO	DEPARTMENT/POST	Year - 4			Year - 5			Year -6-10		
		M/P	Rate (Ks.)	Amount	M/P	Rate (Ks.)	Amount	M/P	Rate (Ks.)	Amount
	Academic Department									
1	Academic Director	1	4,051,688	4,051,688	1	4,254,272	4,254,272	1	4,466,985	4,466,985
2	Assistant Teacher (Business)	6	578,813	3,472,875	6	607,753	3,646,519	6	638,141	3,828,845
3	Assistant Teacher (Engineering)	2	578,813	1,157,625	2	607,753	1,215,506	2	638,141	1,276,282
4	Lecturer (Business)	3	694,575	2,083,725	3	729,304	2,187,911	3	765,769	2,297,307
5	Lecturer (IT)	2	694,575	1,389,150	2	729,304	1,458,608	2	765,769	1,531,538
6	Academic Assistant	1	405,169	405,169	1	425,427	425,427	1	446,699	446,699
7	Junior Associate	18	324,135	5,834,430	18	340,342	6,126,152	18	357,359	6,432,459
8	Lecturer & Exam Performance Manager (Business)	1	1,157,625	1,157,625	1	1,215,506	1,215,506	1	1,276,282	1,276,282
9	Lecturer & Head of Department (Business)	1	1,215,506	1,215,506	1	1,276,282	1,276,282	1	1,340,096	1,340,096
10	Dean and Head of Department (Engineering)	1	2,894,063	2,894,063	1	3,038,766	3,038,766	1	3,190,704	3,190,704
11	Senior Lecturer & Head of Department (IT)	1	752,456	752,456	1	790,079	790,079	1	829,583	829,583
12	Assistant Manager	1	810,338	810,338	1	850,854	850,854	1	893,397	893,397
Sub Total		38		25,224,649	38		26,485,881	38		27,810,175
13	Accountant	3	520,931	1,562,794	3	546,978	1,640,933	3	574,327	1,722,980
14	Admin	3	382,016	1,146,049	3	401,117	1,203,351	3	421,173	1,263,519
15	Centre Manager	1	868,219	868,219	1	911,630	911,630	1	957,211	957,211
16	Chief Accountant	1	1,504,913	1,504,913	1	1,580,158	1,580,158	1	1,659,166	1,659,166
17	Corporate Affairs Director	1	3,009,825	3,009,825	1	3,160,316	3,160,316	1	3,318,332	3,318,332
18	F&B Manager (Canteen)	1	520,931	520,931	1	546,978	546,978	1	574,327	574,327
19	General Manager	1	1,736,438	1,736,438	1	1,823,259	1,823,259	1	1,914,422	1,914,422
20	Junior Accountant	1	254,678	254,678	1	267,411	267,411	1	280,782	280,782
21	Junior Cashier	1	312,559	312,559	1	328,187	328,187	1	344,596	344,596
22	Manager	6	983,981	5,903,888	6	1,033,180	6,199,082	6	1,084,839	6,509,036
23	Senior Accountant	1	845,066	845,066	1	887,320	887,320	1	931,686	931,686
24	Senior Cashier	1	463,050	463,050	1	486,203	486,203	1	510,513	510,513
25	Senior Staff	5	347,288	1,736,438	5	364,652	1,823,259	5	382,884	1,914,422
26	Staff	12	208,373	2,500,470	12	218,791	2,625,494	12	229,731	2,756,768
Sub Total		38		22,365,315	114		23,483,581	114		24,657,760
Operation Per Annum Salary ('000)		76		571,080			599,634			629,615
17	Assistant Manager	6	810,338	4,862,025	6	850,854	5,105,126	6	893,397	5,360,383
18	Assistant Program Manager	2	636,694	1,273,388	2	668,528	1,337,057	2	701,955	1,403,910
20	Associate	19	416,745	7,918,155	19	437,582	8,314,063	19	459,461	8,729,766
21	Chef	1	405,169	405,169	1	425,427	425,427	1	446,699	446,699
22	Cleaner	14	231,525	3,241,350	14	243,101	3,403,418	14	255,256	3,573,588
24	Designer	1	347,288	347,288	1	364,652	364,652	1	382,884	382,884
25	Driver	3	405,169	1,215,506	3	425,427	1,276,282	3	446,699	1,340,096
26	Editor	1	601,965	601,965	1	632,063	632,063	1	663,666	663,666
27	Executive Assistant to MD	1	405,169	405,169	1	425,427	425,427	1	446,699	446,699
28	Interior Decoration	1	578,813	578,813	1	607,753	607,753	1	638,141	638,141
29	Junior Android Developer	1	405,169	405,169	1	425,427	425,427	1	446,699	446,699
31	Junior Coloring Artist	1	289,406	289,406	1	303,877	303,877	1	319,070	319,070
32	Junior Web Developer	1	405,169	405,169	1	425,427	425,427	1	446,699	446,699
33	Layout Designer	1	520,931	520,931	1	546,978	546,978	1	574,327	574,327
37	Liason Officer	1	555,660	555,660	1	583,443	583,443	1	612,615	612,615
38	Librarian	1	208,373	208,373	1	218,791	218,791	1	229,731	229,731
39	Photographer (Senior Associate)	1	428,321	428,321	1	449,737	449,737	1	472,224	472,224
40	Program Manager (Undergraduate-Business)	1	810,338	810,338	1	850,854	850,854	1	893,397	893,397
41	Senior Associate	10	347,288	3,472,875	10	364,652	3,646,519	10	382,884	3,828,845
42	Senior Graphic Designer	1	578,813	578,813	1	607,753	607,753	1	638,141	638,141
43	Senior Graphic Designer	1	578,813	578,813	1	607,753	607,753	1	638,141	638,141
45	Senior Video Editor (Senior Associate)	1	463,050	463,050	1	486,203	486,203	1	510,513	510,513
46	Supervisor	10	463,050	4,630,500	10	486,203	4,862,025	10	510,513	5,105,126
47	Trainee	4	266,254	1,065,015	4	279,566	1,118,266	4	293,545	1,174,179
48	Translation Editor	1	463,050	463,050	1	486,203	486,203	1	510,513	510,513
49	Video Editor	1	463,050	463,050	1	486,203	486,203	1	510,513	510,513
50	Videographer (Senior Associate)	1	578,813	578,813	1	607,753	607,753	1	638,141	638,141
49	Sub total per month	87		36,766,170	87		38,604,479	87		40,534,702
50	Administrative Per Annum Salary ('000)			441,194			463,254			486,416
51	Total Wages & Salary Payment Amount	163		1,012,274	201		1,062,887	201		1,116,032

ACK AND CO SERVICES COMPANY LIMITED

(Private University Project)

Salary & Wages Expenditures Forecast Statement

(LOCAL EMPLOYEE)

(MMK)

SR.NO.		DEPARTMENT/POST	Year - 10-30	
			M/P	Rate (Ks.)
Academic Department				
1	Academic Director	1	4,690,335	4,690,335
2	Assistant Teacher (Business)	6	670,048	4,020,287
3	Assistant Teacher (Engineering)	2	670,048	1,340,096
4	Lecturer (Business)	3	804,057	2,412,172
5	Lecturer (IT)	2	804,057	1,608,115
6	Academic Assistant	1	469,033	469,033
7	Junior Associate	18	375,227	6,754,082
8	Lecturer & Exam Performance Manager (Business)	1	1,340,096	1,340,096
9	Lecturer & Head of Department (Business)	1	1,407,100	1,407,100
10	Dean and Head of Department (Engineering)	1	3,350,239	3,350,239
11	Senior Lecturer & Head of Department (IT)	1	871,062	871,062
12	Assistant Manager	1	938,067	938,067
Sub Total		38		29,200,684
13	Accountant	3	603,043	1,809,129
14	Admin	3	442,232	1,326,695
15	Centre Manager	1	1,005,072	1,005,072
16	Chief Accountant	1	1,742,124	1,742,124
17	Corporate Affairs Director	1	3,484,249	3,484,249
18	F&B Manager (Canteen)	1	603,043	603,043
19	General Manager	1	2,010,143	2,010,143
20	Junior Accountant	1	294,821	294,821
21	Junior Cashier	1	361,826	361,826
22	Manager	6	1,139,081	6,834,488
23	Senior Accountant	1	978,270	978,270
24	Senior Cashier	1	536,038	536,038
25	Senior Staff	1	402,029	2,010,143
26	Staff	12	241,217	2,894,607
Sub Total		38		25,890,648
Operation Per Annum Salary ('000)		76		661,096
17	Assistant Manager	6	938,067	5,628,402
18	Assistant Program Manager	2	737,053	1,474,105
20	Associate	19	482,434	9,166,254
21	Chef	1	469,033	469,033
22	Cleaner	14	268,019	3,752,268
24	Designer	1	402,029	402,029
25	Driver	3	469,033	1,407,100
26	Editor	1	696,850	696,850
27	Executive Assistant to MD	1	469,033	469,033
28	Interior Decoration	1	670,048	670,048
29	Junior Android Developer	1	469,033	469,033
31	Junior Coloring Artist	1	335,024	335,024
32	Junior Web Developer	1	469,033	469,033
33	Layout Designer	1	603,043	603,043
37	Liason Officer	1	643,246	643,246
38	Librarian	1	241,217	241,217
39	Photographer (Senior Associate)	1	495,835	495,835
40	Program Manager (Undergraduate-Business)	1	938,067	938,067
41	Senior Associate	10	402,029	4,020,287
42	Senior Graphic Designer	1	670,048	670,048
43	Senior Graphic Designer	1	670,048	670,048
45	Senior Video Editor (Senior Associate)	1	536,038	536,038
46	Supervisor	10	536,038	5,360,383
47	Trainee	4	308,222	1,232,888
48	Translation Editor	1	536,038	536,038
49	Video Editor	1	536,038	536,038
50	Videographer (Senior Associate)	1	670,048	670,048
Sub total per month		87		42,561,438
50	Administrative Per Annum Salary ('000)			510,737
51	Total Wages & Salary Payment Amount	163		1,171,833

ACK & CO SERVICES COMPANY LIMITED

(Private School Establishment Project)

Statement of Fixed Assets (Depreciation Expenses)

(Expressed in Kyat)

Sr. No.	Year	Description	Original Cost	Additional / (Disposal)	Total Fixed Assets Cost	Depn: %	Depreciation			Net book Value of Fixed Assets
							Opening Balance	During the Yr.	Closing Balance	
1		2	3	4	5	6	7	8	9	10
	1	Operation Fixed Assets	284,807	-	284,807	10%	-	28,481	28,481	256,326
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	-	106,994	106,994	962,944
		Total	1,354,744	-	1,354,744		-	135,474	135,474	1,219,270
	2	Operation Fixed Assets	284,807	-	284,807	10%	28,481	28,481	56,961	227,846
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	106,994	106,994	213,987	855,950
		Total	1,354,744	-	1,354,744		135,474	135,474	270,949	1,083,795
	3	Operation Fixed Assets	284,807	-	284,807	10%	56,961	28,481	85,442	199,365
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	213,987	106,994	320,981	748,956
		Total	1,354,744	-	1,354,744		270,949	135,474	406,423	948,321
	4	Operation Fixed Assets	284,807	-	284,807	10%	85,442	28,481	113,923	170,884
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	320,981	106,994	427,975	641,962
		Total	1,354,744	-	1,354,744		406,423	135,474	541,898	812,847
	5	Operation Fixed Assets	284,807	-	284,807	10%	113,923	28,481	142,403	142,403
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	427,975	106,994	534,969	534,969
		Total	1,354,744	-	1,354,744		541,898	135,474	677,372	677,372
	6	Operation Fixed Assets	284,807	-	284,807	10%	142,403	28,481	170,884	113,923
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	534,969	106,994	641,962	427,975
		Total	1,354,744	-	1,354,744		677,372	135,474	812,847	541,898
	7	Operation Fixed Assets	284,807	-	284,807	10%	170,884	28,481	199,365	85,442
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	641,962	106,994	748,956	320,981
		Total	1,354,744	-	1,354,744		812,847	135,474	948,321	406,423
	8	Operation Fixed Assets	284,807	-	284,807	10%	199,365	28,481	227,846	56,961
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	748,956	106,994	855,950	213,987
		Total	1,354,744	-	1,354,744		948,321	135,474	1,083,795	270,949
	9	Operation Fixed Assets	284,807	-	284,807	10%	227,846	28,481	256,326	28,481
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	855,950	106,994	962,944	106,994
		Total	1,354,744	-	1,354,744		1,083,795	135,474	1,219,270	135,474
	10	Operation Fixed Assets	284,807	-	284,807	10%	256,326	28,381	284,707	100
		Administrative Fixed Assets	1,069,937	-	1,069,937	10%	962,944	106,894	1,069,837	100
		Total	1,354,744	-	1,354,744		1,219,270	135,274	1,354,544	200

Note : Operation Fixed Assets is cinema using fixed assets

Administrative Fixed Assets is head-office using fixed assets

Note : Exchange Rate : 1 US\$ = 1,550 Kyat/- (Approximately for managed floating rate)

(Private School Establishment Project)

Statement of Fixed Assets (Depreciation Expenses)

Fixed Asset Register

Computer & Printer at Cost

No.	Description	MMK
1	Opening Balance	7,521,870
2	Viewsonice Computer 2 sets	2,226,000
3	Purchase of Computer 41 sets	28,110,000
4	Computer 4 Sets	2,069,500
5	Ace Monitor 18"	95,000
6	Computer 1 set for Audit Department	600,000
7	Computer,Printer for Audit	1,147,000
8	Acer Computer for marketing Dep	1,105,400
9	Acer Computer for Viedo Editor	1,264,000
10	Acer Note Book for Marketing Dep	616,000
11	Academic/Engineering Laptop 4Pc	3,164,000
12	Computer PC for Marketing Dep	1,248,000
13	Computer for Finger Print (Pyay+Panchan)	1,523,000
14	Canon LBP-2900 laser Printer for U Wizara Campus	190,000
15	Computer Laptop for Academic Computer	621,000
16	Lenove Idea Laptop 6 Pcs	4,123,000
17	Projector 3*690000	2,061,000
18	Projector Screen Deposit	750,000
19	Viedo Editor Computer	2,610,000
20	Computer Desktop for BIT Batch 2	2,698,000
21	Computer * Printer for Hledan	2,029,500
	Total Amount	65,772,270

Furniture and Fitting at Cost

No.	Description	MMK
1	Opening Balance	19,882,417
2	Pyay Campus (hanging chair)	250,000
3	Purchase of Furniture	500,000
4	Table for Panchan Tower	418,000
5	Chairs for Pyay Road Campus	180,000
6	Purchase of Carpet	371,800
7	Super Fine Furniture and living Workshop	1,276,000
8	Furniture for MBA Class	500,000
9	Furniture	2,264,500
10	6th Floor Steel Shelf	300,000
11	Deposit for Furniture	500,000
12	Furniture Balance	2,557,000
13	Paid to Sinma for purchase desk	1,000,000
14	Sinma Furniture Desk 32 Pcs	5,228,000
15	From Sinma Furniture,lecture Stand 3 pcs,round table 5 pcs	1,660,000
16	Chair (19,500*63) Sweet Furniture	1,228,500
17	Round Chair (37000*48) Deposit	1,760,000
18	Round Chair (37000*48) Balance	16,000
19	Sinma Furnishings 1.2*1.7 Classic Campet	186,000
20	Sinma Furnishines 3 1/2' Round Top+A351	351,000
		40,429,217

Office Equipment at Cost

No.	Description	MMK
1	Opneing Balance	18,594,463
2	Purchase of New Air Con	700,000
3	Purchase of Aircon	320,000
4	Canteen Expense - Cooker & Fan	145,500
5	MBA phone	142,000
6	Academic Phone	139,000
7	room-602 Aircorn 3pcs	935,000
8	Aunty Kyi buy phone	205,000
9	Time card	140,000
10	Purchase of Phone	230,000
11	Generator	90,800
12	Generator for Computer room	595,000
13	Carpet	175,600
14	Superfine Furniture (Chairs 40 Ps)	1,440,000
15	Recorder	135,000
16	Air Con (2 Set)	657,000
17	Sinma TF-087	3,420,000
18	U Wi Sara Campus Generator KS 175 CS Deposit	8,124,000
19	U Wi Sara Campus Generator KS 175 CS Second	8,196,000
20	Academic Laptop 2Pcs	1,103,500
21	Engeineering Class (Auto AT,Tripod,Staff,DT 209 Deposit)	1,366,000
22	IME International Generator Balance \$6,000*1,359	8,154,000
23	Desktop and Printer for NCC	950,000
24	Camera for Video	8,158,640
25	Sony Camera Battery	639,200
26	Table	932,000
27	Engeineering Class (Tripot,Staff Aluminium,TDF DGF)Balance	5,948,100
28	Super Fine OT-1002 3Pcs*56,000	168,000
29	Black Chair (10pcs*26000), Dis 8000 for First Floor Reception	252,000
30	Sweet Furniture Deposit for Chair Hledan Campus (190*19,500)	1,852,500
31	Hledan Campus (Chair)	830,000
32	Sinma Furniture Lecture Stand (2Pcs*190,000)	368,000
33	Sweet Furniture Balance for Chair Hledan Campus (190*19,500)	1,852,500
34	Furniture for Hledan Campus	1,529,250
35	Silver Star Furniture (8*21,000)	168,000
36	Sliver Star Plastic White (4*21,000)	84,000
37	Sinma Furniture Lecture Stand (1Pcs*184,000)	184,000
		78,924,053
1	Motor Vehicle at Cost	3,946,940
1	Software	1,241,860

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

Estimated Income Statement

Sr.No.	Particulars	Course Period	Course Fees	Total Course Income	Estimated Income Year-1 & 2	Estimated Income Year-3 & 4	Estimated Income Year-5 & 8	Estimated Income Year-9 & 14	Estimated Income Year-15 & 30
1	Available Student Qty.			2,032					
1	Construction Project Management	1-Yr,6 -Mths	12,000,000	10	120,000	126,000	136,080	146,966	158,724
2	MBA & MSC	1-Yr,6 -Mths	18,000,000	40	720,000	756,000	816,480	881,798	952,342
3	Signature MBA	1-Yr,6 -Mths	12,000,000	90	1,080,000	1,134,000	1,224,720	1,322,698	1,428,513
4	BA (Hons) Business and Management	1-Years	10,500,000	10	105,000	110,250	119,070	128,596	138,883
5	ICM Diploma	6-Mths	465,000	1,890	878,850	922,793	996,616	1,076,345	1,162,453
6	CICM Diploma	6-Mths	465,000	40	18,600	19,530	21,092	22,780	24,602
7	Diploma in Business IT	2-Years	6,600,000	70	462,000	485,100	523,908	565,821	611,086
8	Higher National Diploma in Business	2-Years	6,600,000	270	1,782,000	1,871,100	2,020,788	2,182,451	2,357,047
9	Higher National Diploma in Civil Engineering	2-Years	7,200,000	30	216,000	226,800	244,944	264,540	285,703
10	ABE-Diploma in Business Management	6-Mths	2,650,000	90	238,500	250,425	270,459	292,096	315,463
11	English Subject Courses	3-Mths	240,000	640	153,600	161,280	174,182	188,117	203,166
	Total			3,180	5,774,550	6,063,278	6,548,340	7,072,207	7,637,983

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

Operation Expenses Forecast Statement

(Expressed in MMK'000)												
Sr.NO.	ACCOUNT HEAD	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Year-8	Year-9	Year-10	Year-11 to 30
1	Lectures' Accomodation	41,000	41,820	42,656	43,510	44,380	45,267	46,173	47,096	48,038	48,999	49,979
2	Lectures' Entertainment	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
3	Teacher Honorarium	550,000	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301	670,447
4	Sayar's Honorarium	140,000	142,800	145,656	148,569	151,541	154,571	157,663	160,816	164,032	167,313	170,659
5	EDINBURGH MBA Program	450,000	459,000	468,180	477,544	487,094	496,836	506,773	516,909	527,247	537,792	548,547
6	STAMFORD MBA Program	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509	121,899
7	SQA HND Program	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366	8,533
8	NCC Education	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171	7,314
9	COGS Text Books	160,000	163,200	166,464	169,793	173,189	176,653	180,186	183,790	187,466	191,215	195,039
10	COGS SFJ & Putet	18,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512	21,942
11	Stationery & Printing Cost	210,000	214,200	218,484	222,854	227,311	231,857	236,494	241,224	246,048	250,969	255,989
12	Wages & Salary Expenses	231,840	243,432	255,604	268,384	281,803	310,688	310,688	310,688	310,688	310,688	310,688
13	Miscellaneous Expenses	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804	48,760
	Total Cash Item Expenses	1,958,840	2,004,972	2,052,374	2,101,090	2,151,163	2,217,435	2,255,570	2,294,468	2,334,144	2,374,613	2,415,891
13	Non - Cash Item											
	Depreciation	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,381	100
	Total Non-Cash Item Expenses	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,481	28,381	100
	Total Operating Expenses	1,987,321	2,033,453	2,080,855	2,129,571	2,179,644	2,245,916	2,284,051	2,322,949	2,362,624	2,402,993	2,415,991

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

Administrative Expenses Forecast Statement

(Expressed in MMK'000)

SR.NO.	ACCOUNT HEAD	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Year-8	Year-9	Year-10	Year-11 to 30
1	Office Utility Expenses	95,800	98,736	100,711	102,725	104,779	106,875	109,013	111,193	113,417	115,685	117,999
2	Octane,Petrol & Oil Expenses	3,000	8,160	8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561	9,752
3	Printing & Stationery Expenses	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804	48,760
4	Repair & Maintenance Expenses	233,500	238,170	242,933	247,792	252,748	257,803	262,959	268,218	273,582	279,054	284,635
5	Rental Expenses	392,800	400,656	408,669	416,843	425,179	433,683	442,357	451,204	460,228	469,432	478,821
6	Communication Expenses	33,800	34,476	35,166	35,869	36,586	37,318	38,064	38,826	39,602	40,394	41,202
7	Entertainment Expenses	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
8	Electricity & Water Expenses	26,200	26,724	27,258	27,804	28,360	28,927	29,505	30,096	30,697	31,311	31,938
9	Taxation Expenses	35,000	35,700	36,414	37,142	37,885	38,643	39,416	40,204	41,008	41,828	42,665
10	Trip Expenses	92,500	94,350	96,237	98,162	100,125	102,127	104,170	106,253	108,378	110,546	112,757
11	Uniform Expenses	17,800	18,156	18,519	18,890	19,267	19,653	20,046	20,447	20,856	21,273	21,698
12	Meals & Foods Expenses	70,200	71,604	73,036	74,497	75,987	77,506	79,057	80,638	82,250	83,895	85,573
13	Wages & Salary Expenses	642,600	674,730	708,467	743,890	781,084	820,139	861,145	861,145	861,145	861,145	861,145
14	Miscellaneous Expenses	300,000	306,000	312,120	318,362	324,730	331,224	337,849	344,606	351,498	358,528	365,698
	Total Cash Item Expenses	1,994,200	2,053,362	2,114,671	2,178,219	2,244,100	2,312,414	2,383,267	2,413,709	2,444,760	2,476,433	2,508,738
15	Non - Cash Item											
	Depreciation	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,894	100
	Total Non-Cash Item Expenses	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,994	106,894	100
	Total Administrative Expenses	2,101,194	2,160,356	2,221,665	2,285,212	2,351,093	2,419,408	2,490,260	2,520,703	2,551,754	2,583,326	2,508,838

ACK & CO SERVICES COMPANY LIMITED

(Private University Project)

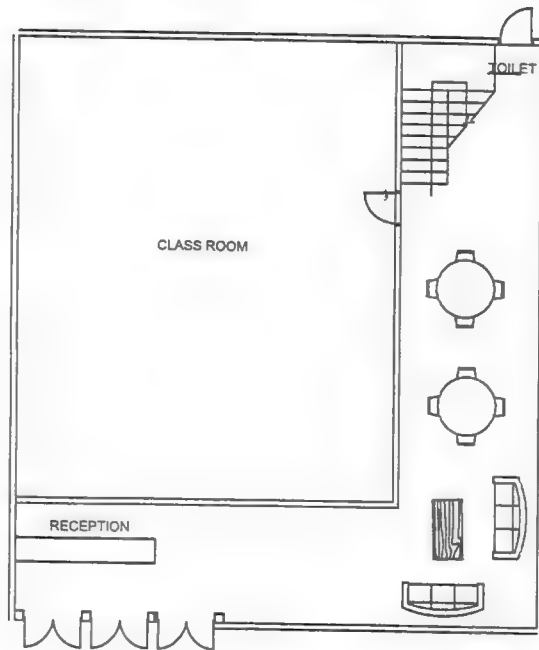
Selling & Distribution Expenses Forecast Statement

Expressed in MMK'000

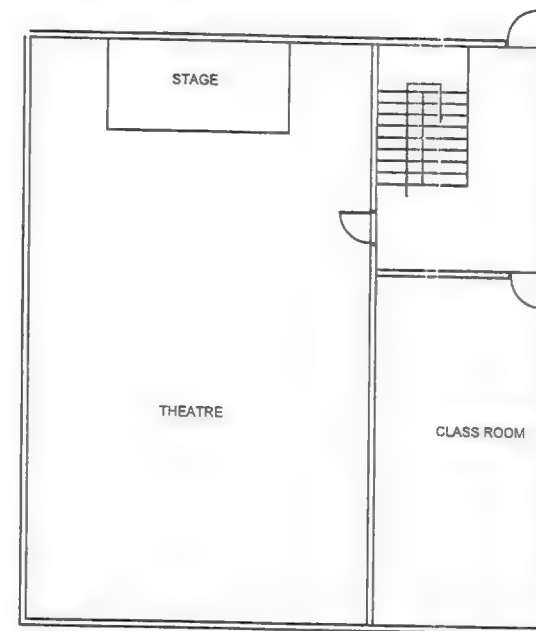
SR.NO.	ACCOUNT HEAD	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Year-8	Year-9	Year-10	Year-11 to 30
1	Advertising & Promotion Expenses	564,000	575,280	586,786	598,521	610,492	622,702	635,156	647,859	660,816	674,032	687,513
2	Event & Forum Expenses	66,000	67,320	68,666	70,040	71,441	72,869	74,327	75,813	77,330	78,876	80,454
3	Student Gift Expenses	142,000	144,840	147,737	150,692	153,705	156,779	159,915	163,113	166,376	169,703	173,097
4	SPF News Paper Expenses	3,500	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183	4,266
5	Transportation Expenses	17,500	17,850	18,207	18,571	18,943	19,321	19,708	20,102	20,504	20,914	21,332
6	Free of Charge	68,000	69,360	70,747	72,162	73,605	75,077	76,579	78,111	79,673	81,266	82,892
7	Irrecoverable Debt	26,400	26,928	27,467	28,016	28,576	29,148	29,731	30,325	30,932	31,550	32,181
8	Miscellaneous Expenses	300,000	306,000	312,120	318,362	324,730	331,224	337,849	344,606	351,498	358,528	365,698
	Total Cash Item Expenses	1,187,400	1,211,148	1,235,371	1,260,078	1,285,280	1,310,986	1,337,205	1,363,949	1,391,228	1,419,053	1,447,434

ACK & CO SERVICES COMPANY LIMITED**(Private University Project)****Subjects and Periods**

Sr.No.	Subjects	Course Period
1	Construction Project Management	1-Yr,6 -Mths
2	MBA & MSC	1-Yr,6 -Mths
3	Signature MBA	1-Yr,6 -Mths
4	BA (Hons) Business and Management	1-Years
5	ICM Diploma	6-Mths
6	CICM Diploma	6-Mths
7	Diploma in Business IT	2-Years
8	Higher National Diploma in Business	2-Years
9	Higher National Diploma in Civil Engineering	2-Years
10	ABE-Diploma in Business Management	6-Mths
11	English Subject Courses	3-Mths
	Total	



GROUND FLOOR



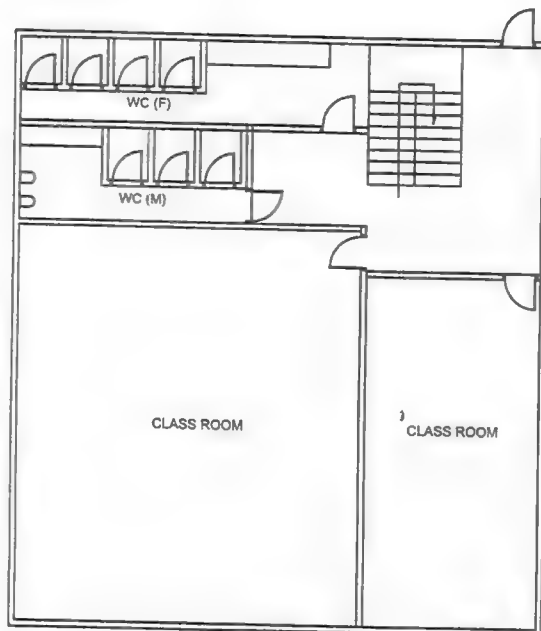
FIRST FLOOR

Strategy First

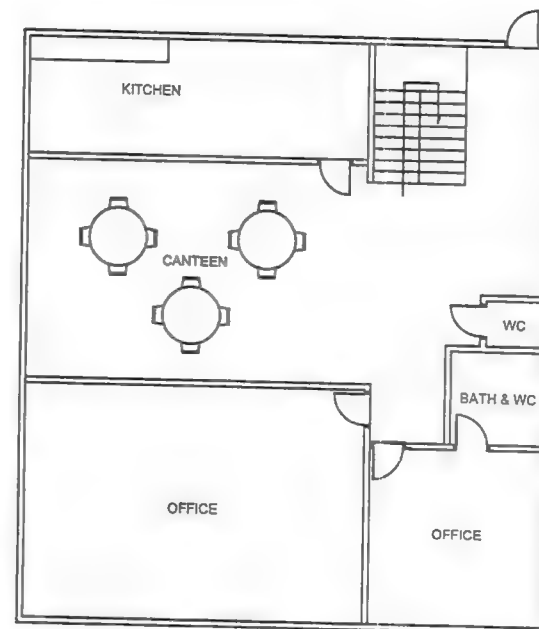
Mingalar Mandalay.

1

		INCHARGE	GROUND & FIRST FLOOR	A-01
		DRAWER	<u>MINGALAR, MANDALAY</u> STRATEGY FIRST INSTITUTE	1/16" - 1'

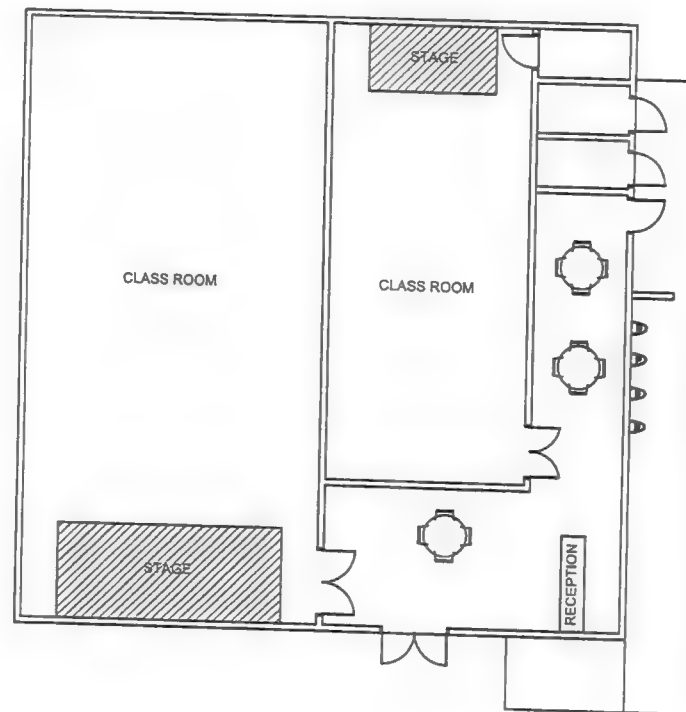


SECOND FLOOR



THIRD FLOOR

		INCHARGE	SECOND & THIRD FLOOR	A-02
		DRAWER	MINGALAR, MANDALAY STRATEGY FIRST INSTITUTE	1/16" - 1'



first

Pyaw Road?

INCHARGE

DRAWER

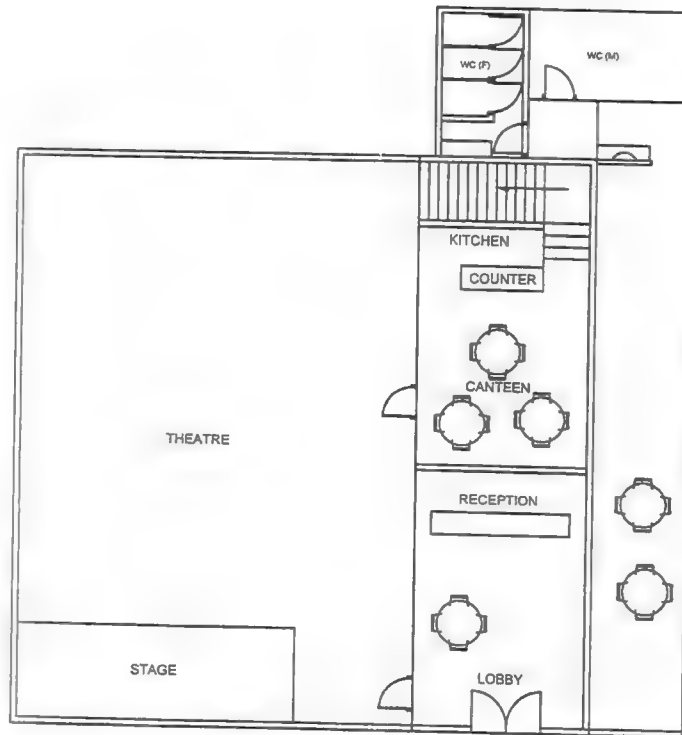
GROUND

SECOND & THIRD FLOOR

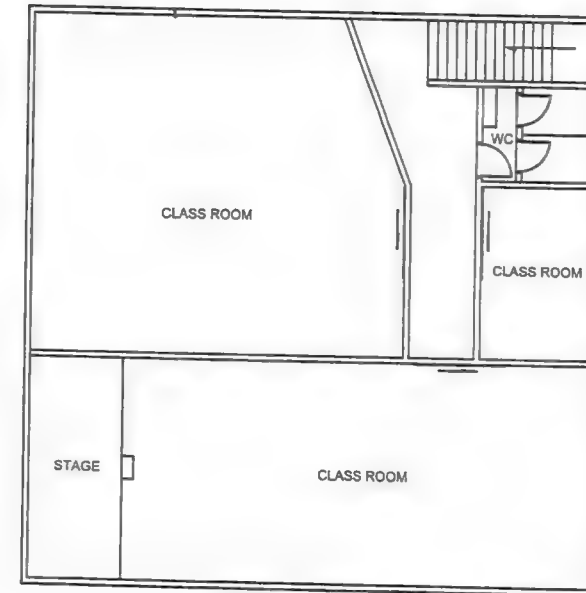
HLEDAN CAMPUS
STRATEGY FIRST INSTITUTE

A-02

1/16" = 1'



GROUND FLOOR

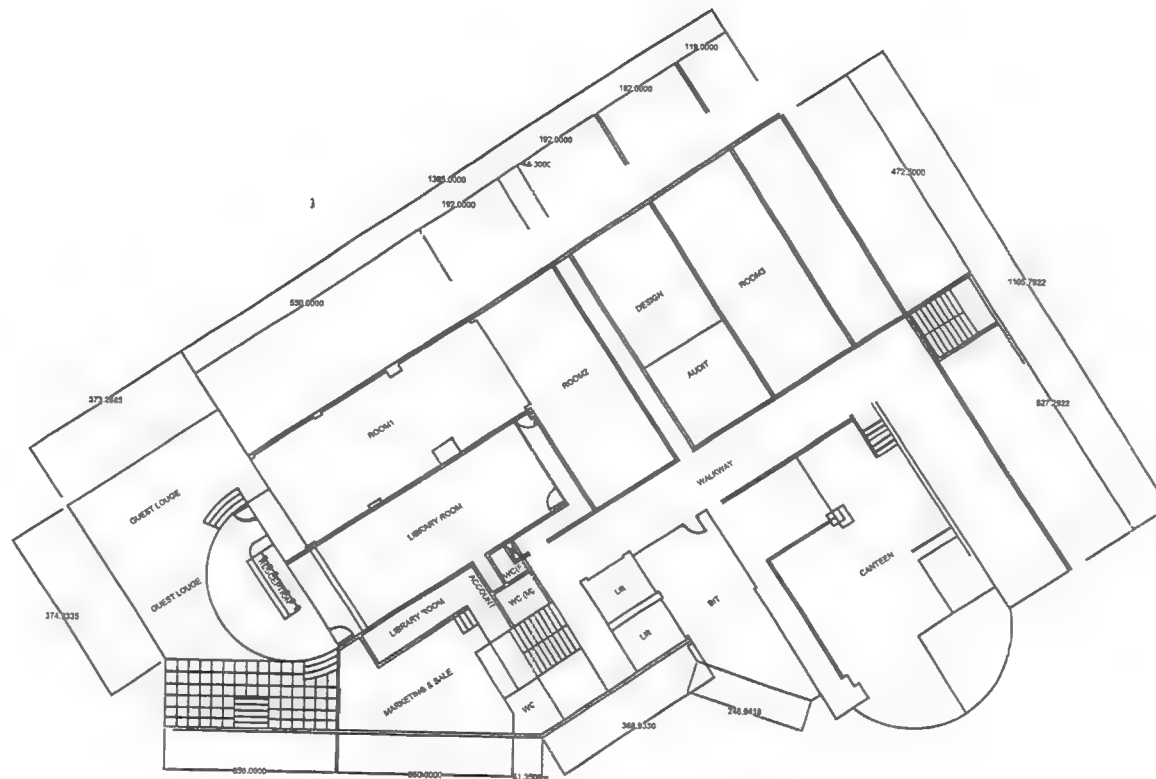


FIRST FLOOR

- 9/5/1

(MNG)

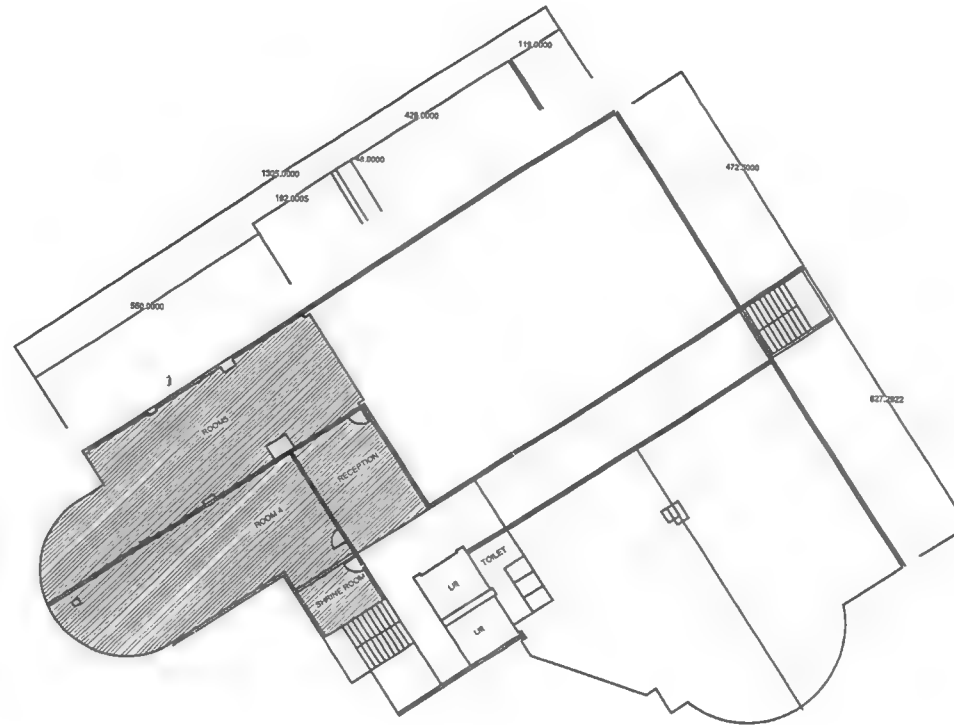
		INCHARGE	GROUND & FIRST FLOOR	A-01
		DRAWER	PYAY ROAD, MYAYNIGONE STRATEGY FIRST INSTITUTE	1/16" -1'



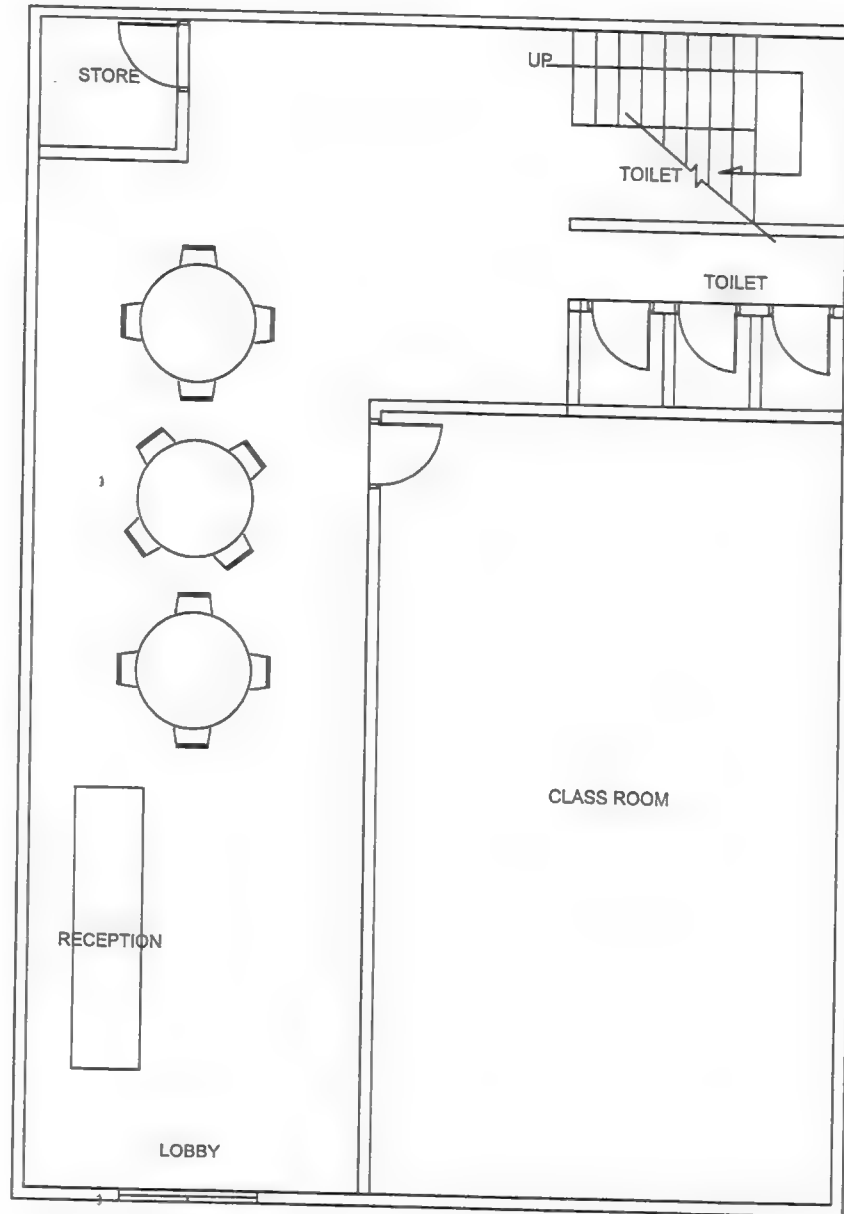
Strategy First
Pon Chan Tower.

3

		INCHARGE	GROUND FLOOR	A-01
		DRAWER	PANCHAN TOWER, MYAY NI GONE STRATEGY FIRST INSTITUTE	$\frac{1}{32}$ - 1'

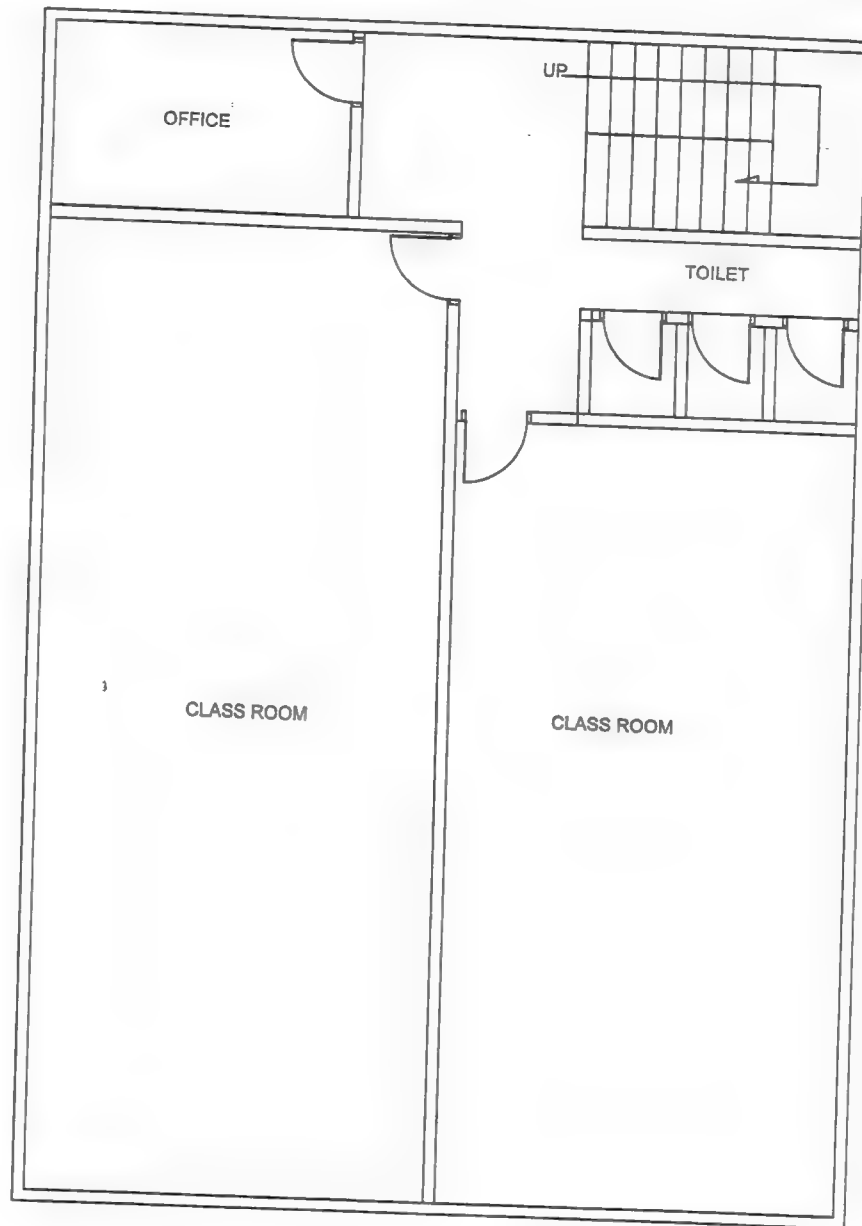


3		INCHARGE	FIRST FLOOR	A-02
		DRAWER	PANCHAN TOWER, MYAY NI GONE STRATEGY FIRST INSTITUTE	$\frac{1}{32}" - 1'$

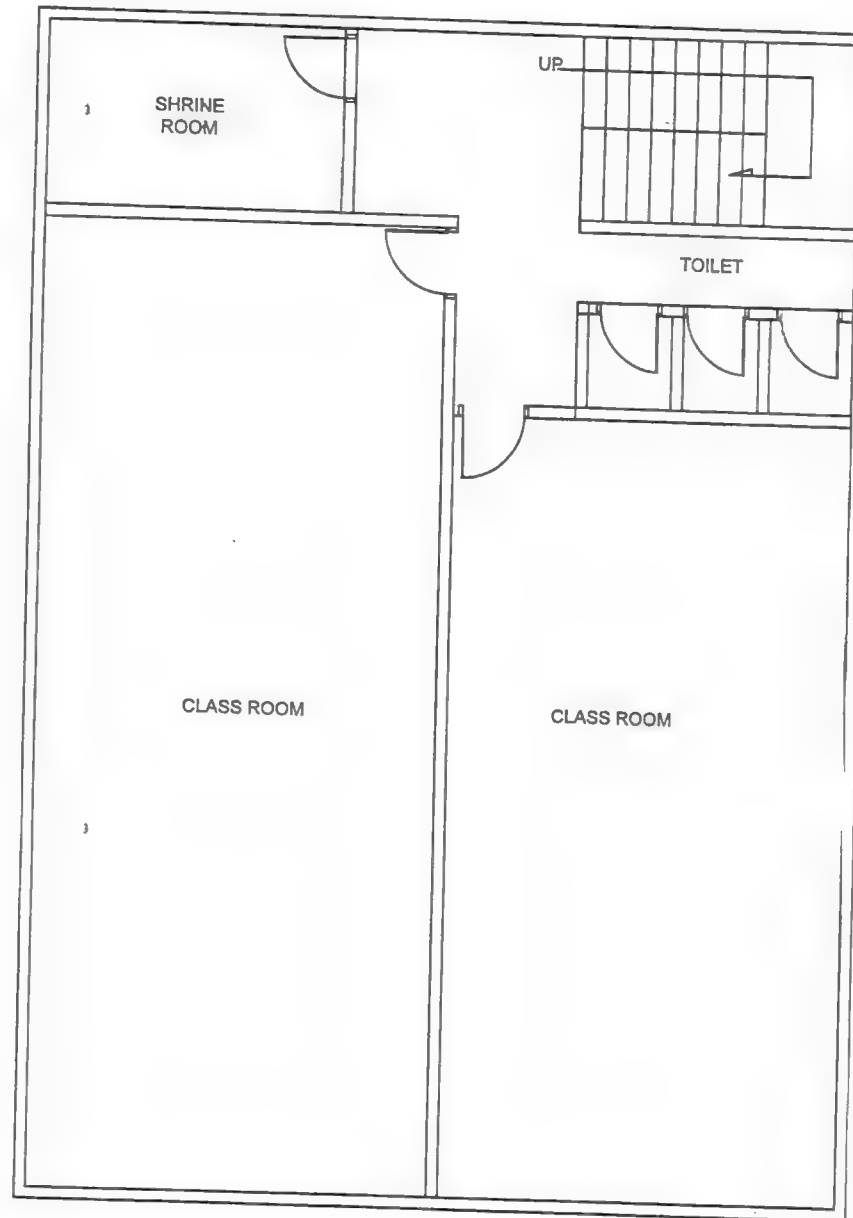


Strategy First
Mongwa

		INCHARGE	GROUND FLOOR	A-01
		DRAWER	MONYWAR, MANDALAY STRATEGY FIRST INSTITUTE	$\frac{1}{8}$ " - 1'



		INCHARGE	FIRST FLOOR	A-02
		DRAWER	MONYWAR, MANDALAY STRATEGY FIRST INSTITUTE	8" - 1'



		INCHARGE	SECOND FLOOR	A-03
		DRAWER	MONYWAR, MANDALAY STRATEGY FIRST INSTITUTE	$\frac{1}{8}$ " - 1'



NATIONAL STEEL & CONSTRUCTION CO.,LTD.

ARCHITECTURAL DRAWING

PROJECT NAME: : 6 STOREYED + PENT HOUSE R.C.C BUILDING

LOCATION : : SANCHANG

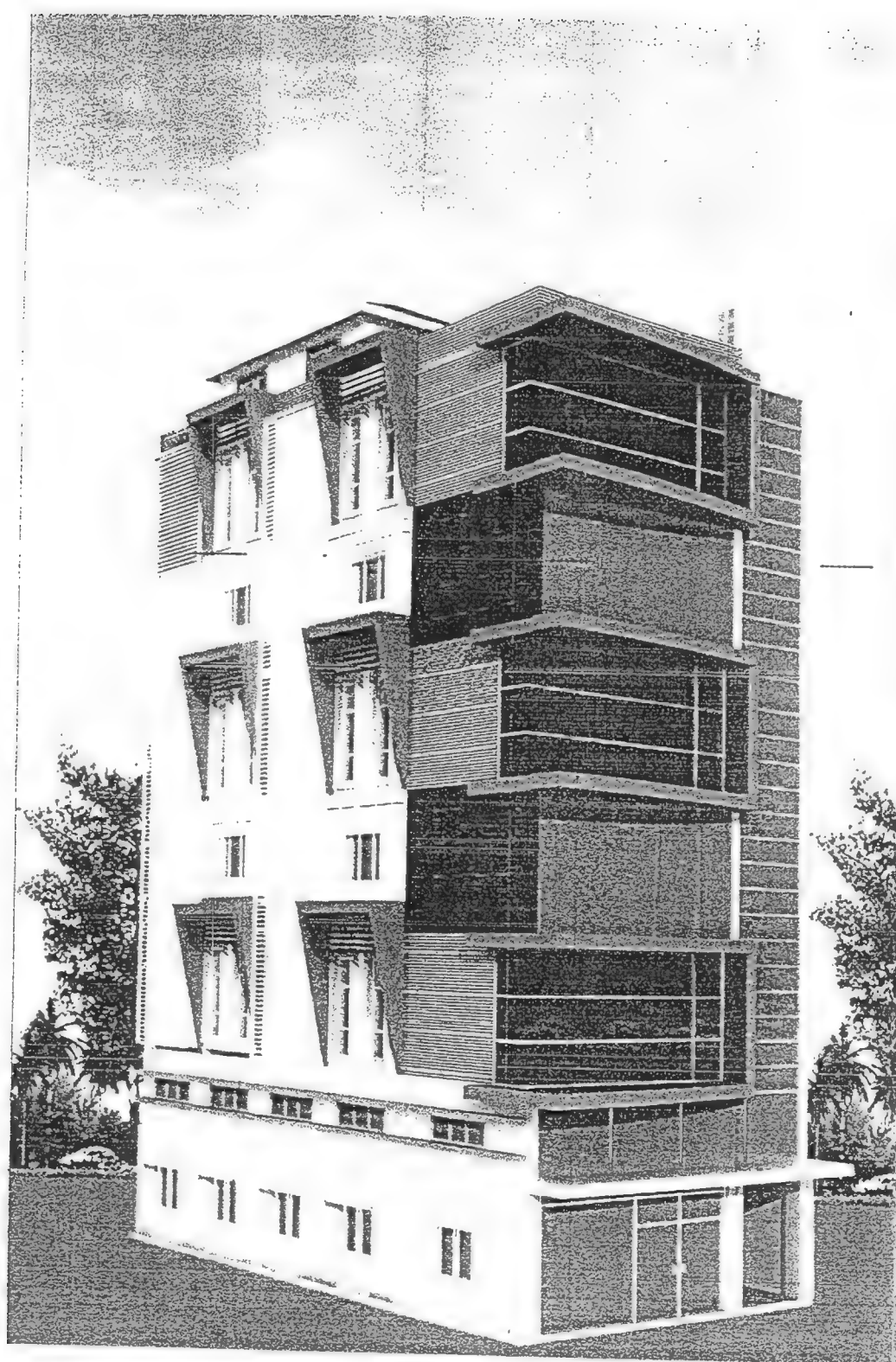
CODE : : 12/C001/4

Strategy First Uweale.

No.(51/B-1), Shwe Hninthar Street, 6 1/2 Mile, Hlaing Township, Yangon

Ph: 95-1-654700, 654787, Fax: 95-1-507246, E-mail: info@nscmyanmar.com

TOTAL 10,000 Sq Ft.



NOTE.

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT

8 STOREYED + PENT HOUSE
R.C.C. BUILDING

ADDRESS

အမှတ်(၉၇) ဦးစိတလမ်း၊
ဧည့်သည်တော်တော်လှိုင်၊
စမ်းချောင်းမြို့နယ်

BLOCK NO 118

LOT NO 29 - C2

စမ်းချောင်းမြို့နယ်

SUBJECT

ISOMETRIC VIEW

SCALE

1" = 3'0"

SHEET NO.

Ar.0

DATE

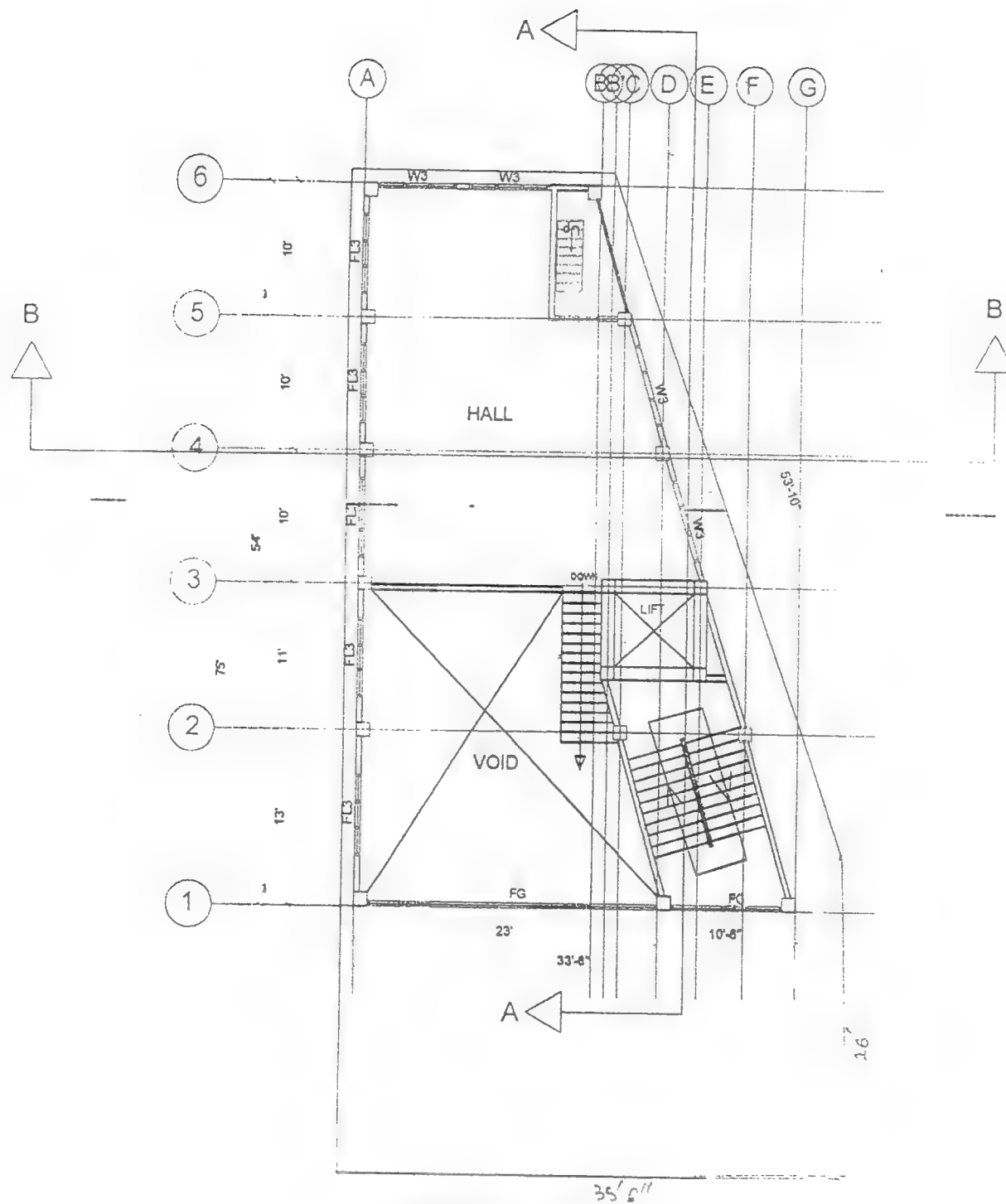
10.12.2012

LS

LC

S.E.C

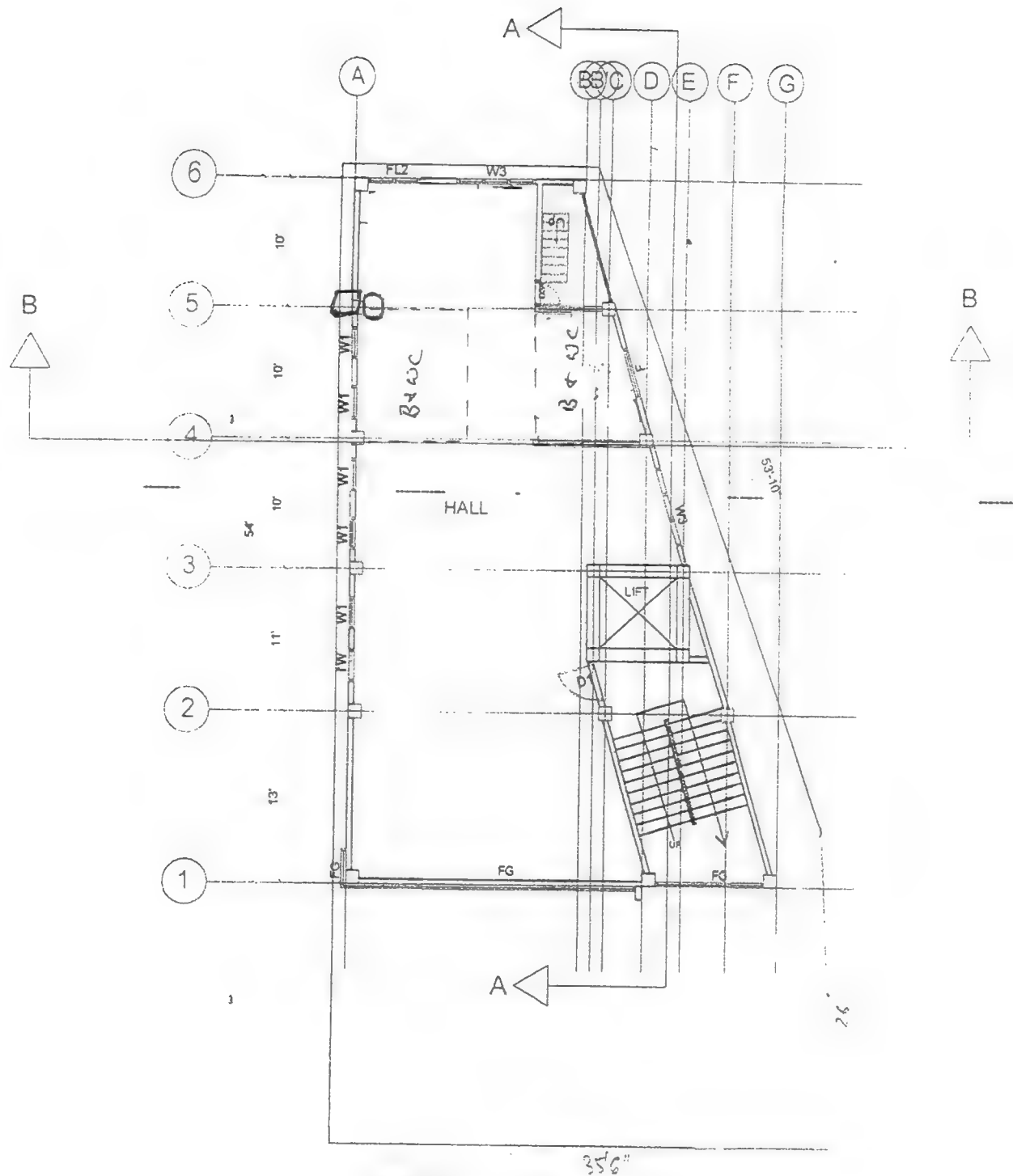
OWNER



MEZZANINE FLOOR PLAN

Scale : 1"=1/8"

NOTE.	
OWNER / APPLICANT U LYNN HTUN OO	
ADDRESS:	
PROJECT	6 STOREYED + PENT HOUSE R.C.C. BUILDING
	ADDRESS အမှတ် (၂၇) ဦးစံတရားလမ်း၊ မန္တလေးတိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်
	BLOCK NO 118
	LOT NO 29 - C2
စမ်းချောင်းမြို့နယ်	
SUBJECT	MEZZANINE FLOOR PLAN
SCALE	1" = 3/8"
DATE	10.12.2013
SHEET NO Ar.4	
L.S	
L.C	
S.E.C	
OWNER	



FIRST FLOOR PLAN

Scale: 1"=1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT

6 STOREYED PENT HOUSE
R.C.C. BUILDING

ADDRESS

အမှတ် (၃၇) ဦးစိတရပ်လမ်း၊
မြို့နယ်၊ အောက်လမ်းကွက်၊
လမ်းမအနီးရှိ မြေပုံ

BLOCK NO: 118

LOT NO 29 - C2

လမ်းမအနီးရှိ မြေပုံ

SUBJECT

FIRST FLOOR PLAN

SCALE

1" = 3/8"

SHEET NO

Ar. 5

DATE

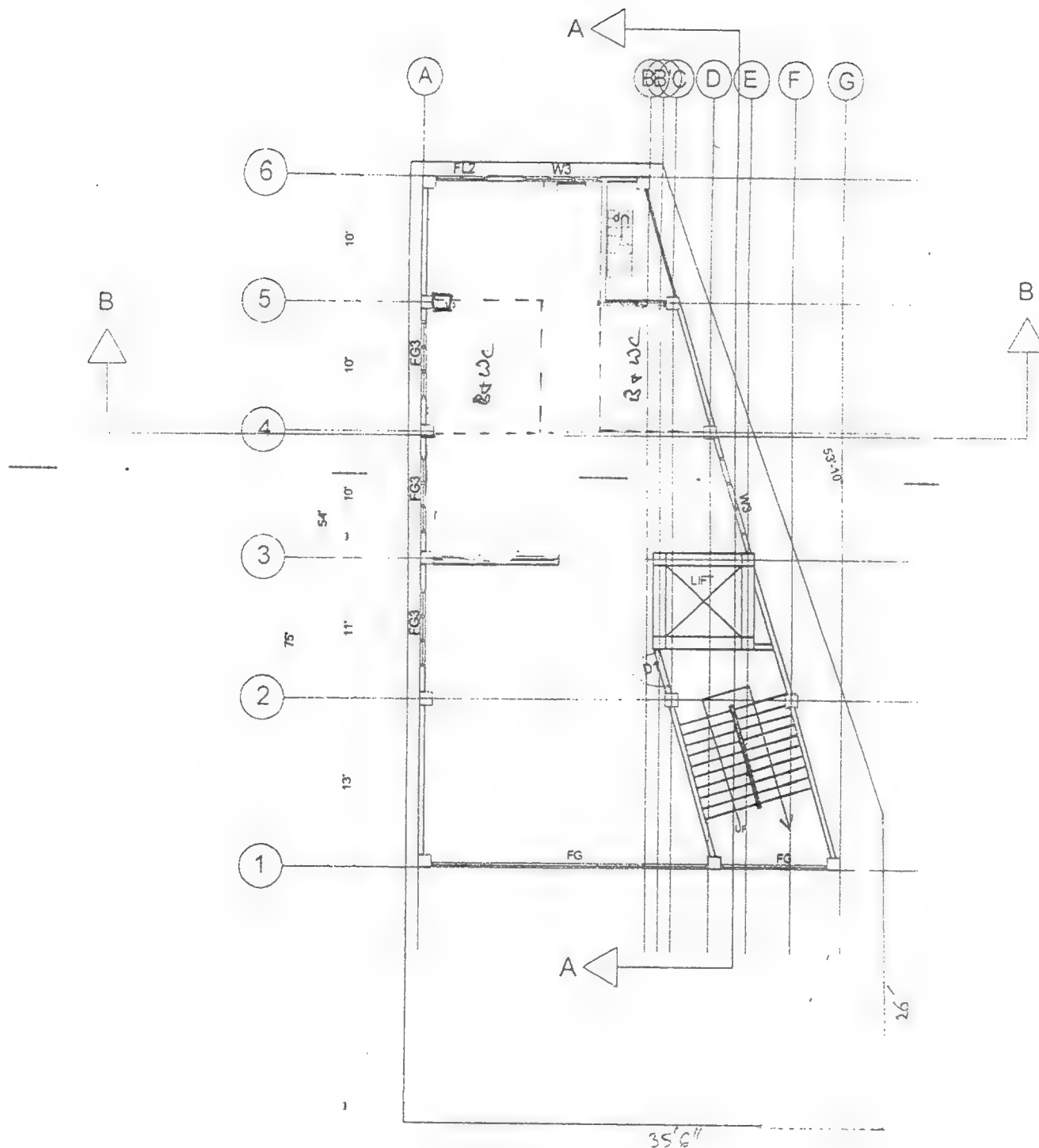
10 12 2013

L.S

L.C

S.E.C

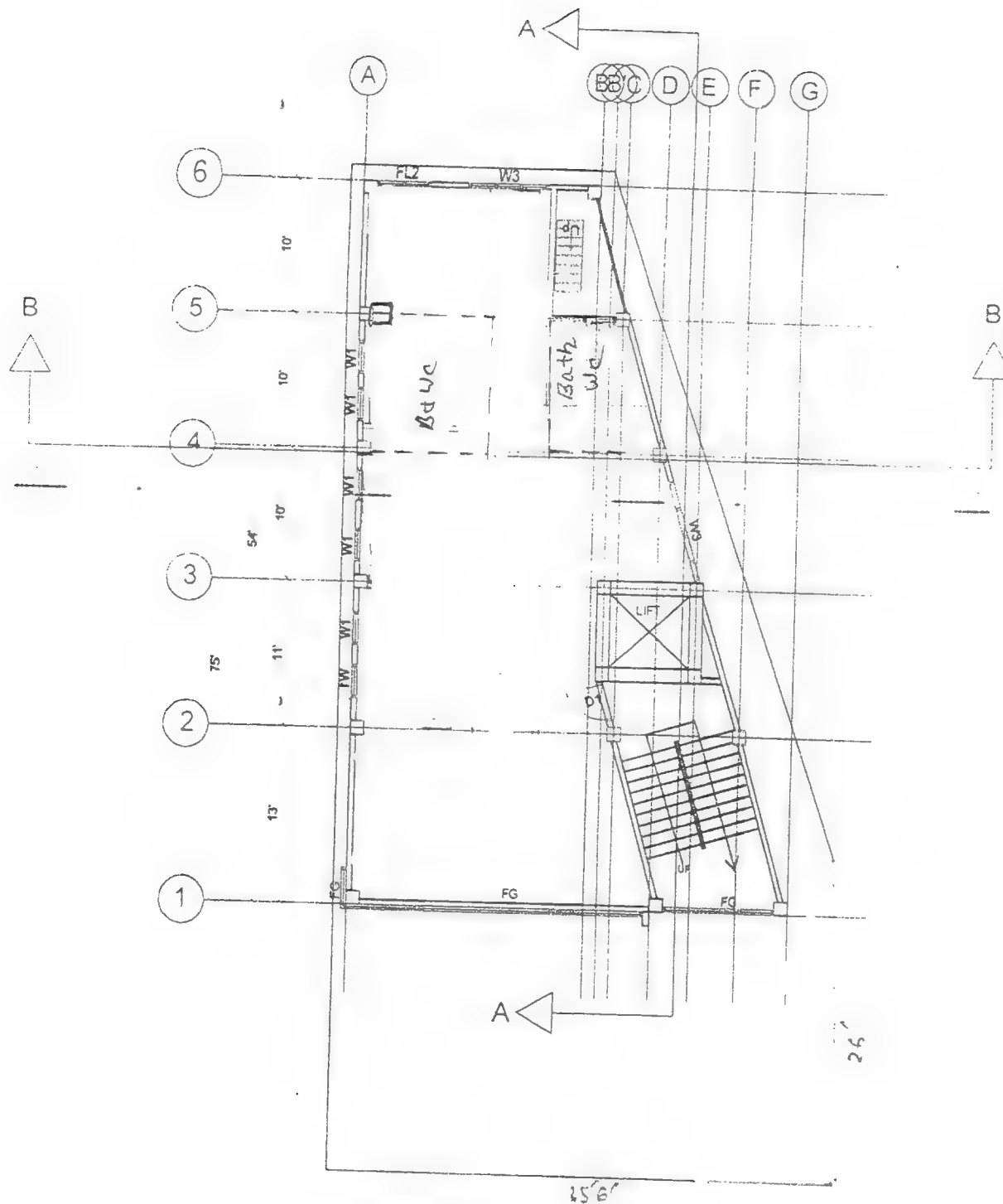
OWNER



SECOND FLOOR PLAN

Scale : 1"=1/8"

NOTE:	
OWNER / APPLICANT U LYNN HTUN OO	
ADDRESS:	
PROJECT	3 STOREYED + PENT HOUSE C.C. BUILDING
ADDRESS အမှတ်(၂၇) ဦးစိတလမ်း၊ ဆွေကုန်းအောင်ချက်ကွက်၊ စမ်းချောင်းမြို့နယ်၊	
BLOCK NO	118
LOT NO	29 - C2
စမ်းချောင်းမြို့နယ်၊	
SUBJECT	SECOND FLOOR PLAN
SCALE	1" = 1/8"
DATE	16.12.2013
SHEET NO. Ar.6	
L.S	
L.C	
S.E.C	
OWNER	



THIRD FLOOR PLAN

Scale : 1"=1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT 8 STOREY + PENT HOUSE
R.C.C. BUILDING

ADDRESS:
အမှတ် (၂၃၇) ဦးစံတရား၊
မန္တလေးတိုင်းဒေသကြီး၊
မင်းဘူးမြို့နယ်

BLOCK NO 118

LOT NO 29 - C2

မင်းဘူးမြို့နယ်

SUBJECT THIRD FLOOR PLAN

SCALE 1" = 1/8"

SHEET NO.

Ar.7

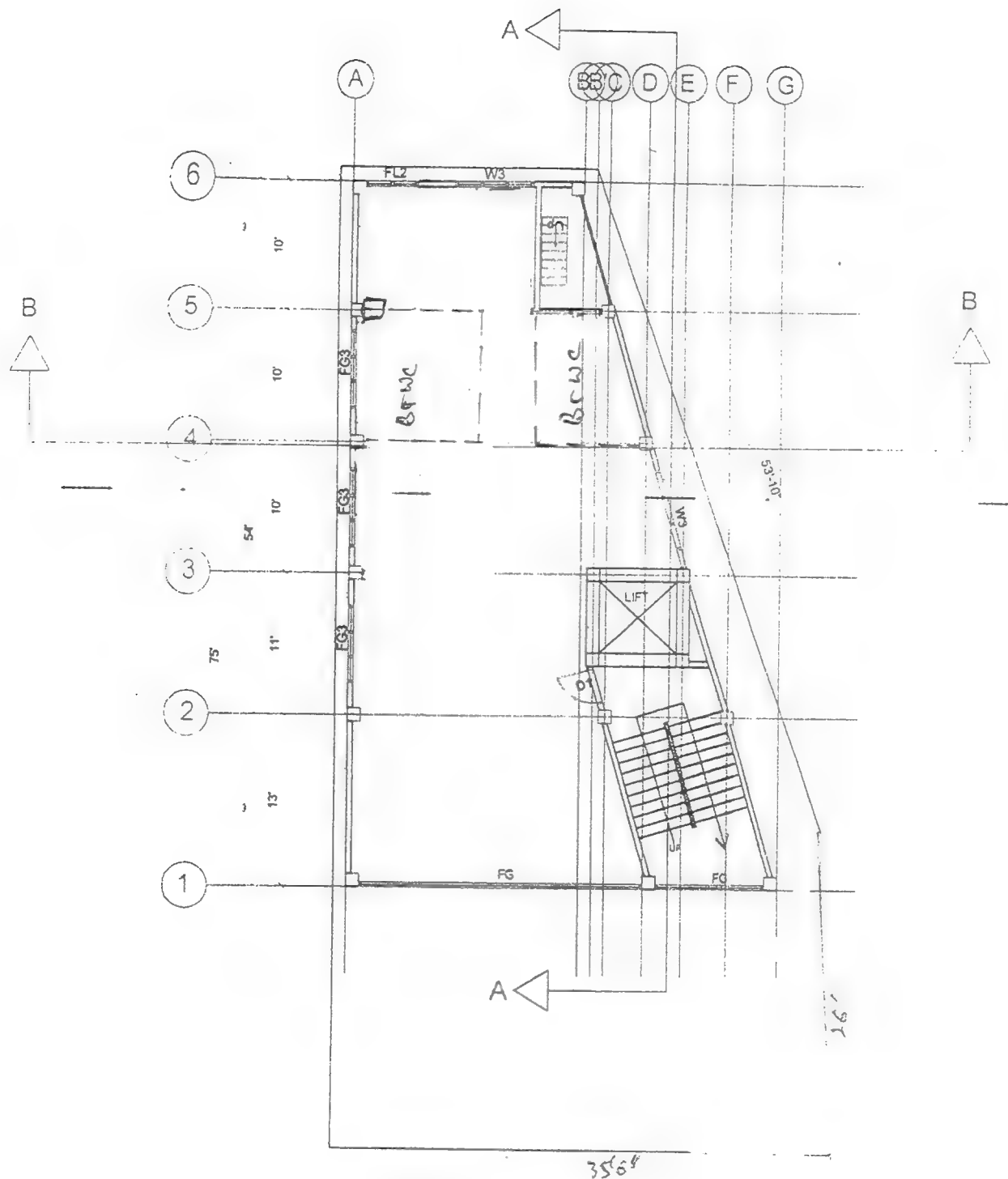
DATE 19.12.2013

L.S.

L.C.

S.E.C.

OWNER



FOURTH FLOOR PLAN

Scale : 1" = 1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT 6 STOREYED + PENT HOUSE
R.C.C. BUILDING

ADDRESS

သမုတ် (၂၃၇) ဦးစီးရုံး၊
မန္တလေးတိုင်းဒေသကြီး၊
စမ်းချောင်းမြို့နယ်

BLOCK NO 118

LOT NO 29 - C2

စမ်းချောင်းမြို့နယ်

SUBJECT SECOND FLOOR PLAN

SCALE 1" = 1/8"

SHEET NO:

Ar.8

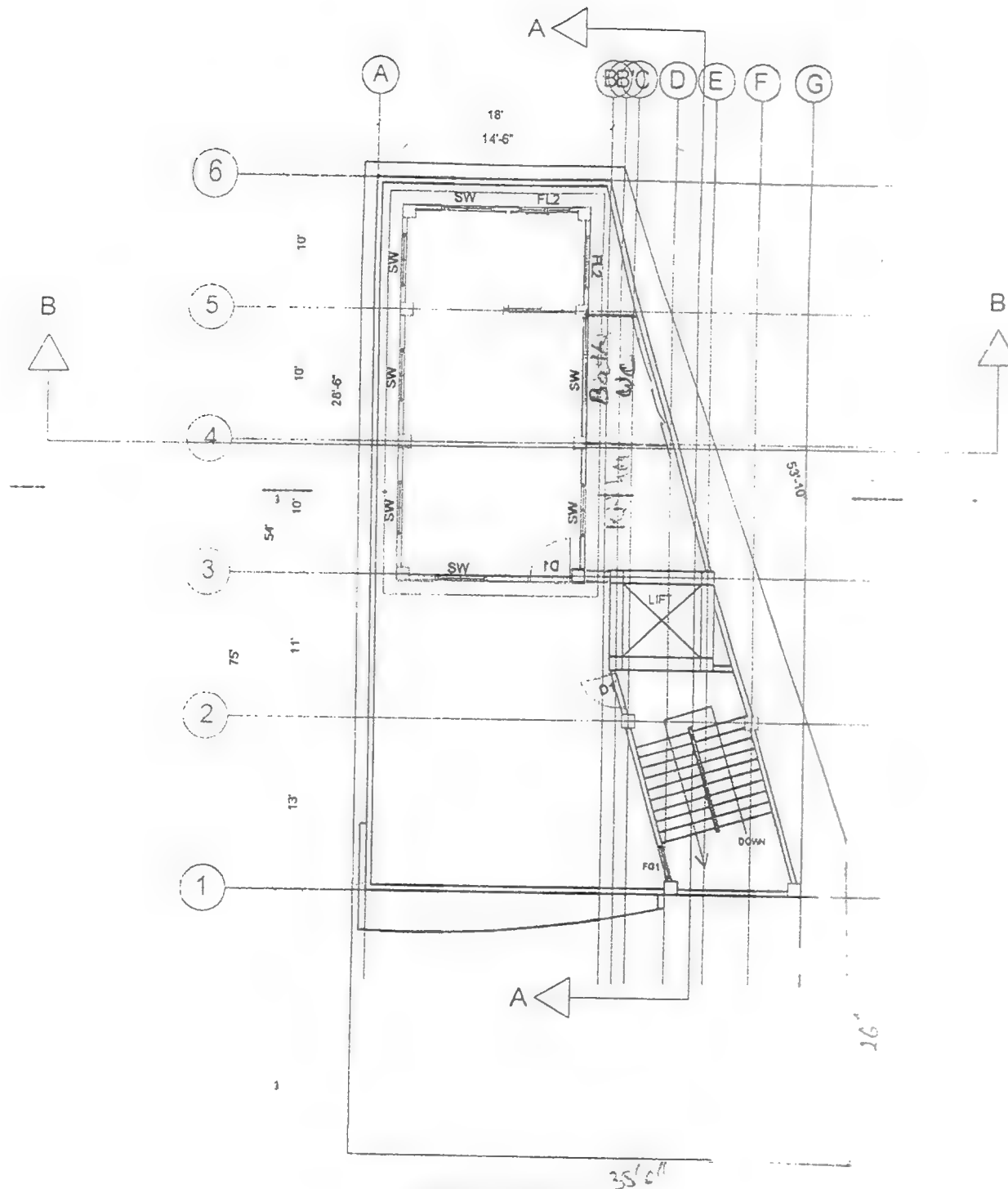
DATE 10.12.2013

L.S

L.C

S.E.C

OWNER



PENT HOUSE PLAN

Scale : 1"=1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT 6 STOREYED + PENT HOUSE
R.C.C. BUILDING

ADDRESS

အမှတ် (၄၇) ဦးစိတရောင်း၊
ရပ်ကွက် ၁၀၀၊
ဝမ်းရောင်းမြို့နယ်

BLOCK NO 118

LOT NO 29 - C2

ဝမ်းရောင်းမြို့နယ်

SUBJECT PENT HOUSE PLAN

SCALE 1" = 1/8"

DATE 18.12.2013

SHEET NO

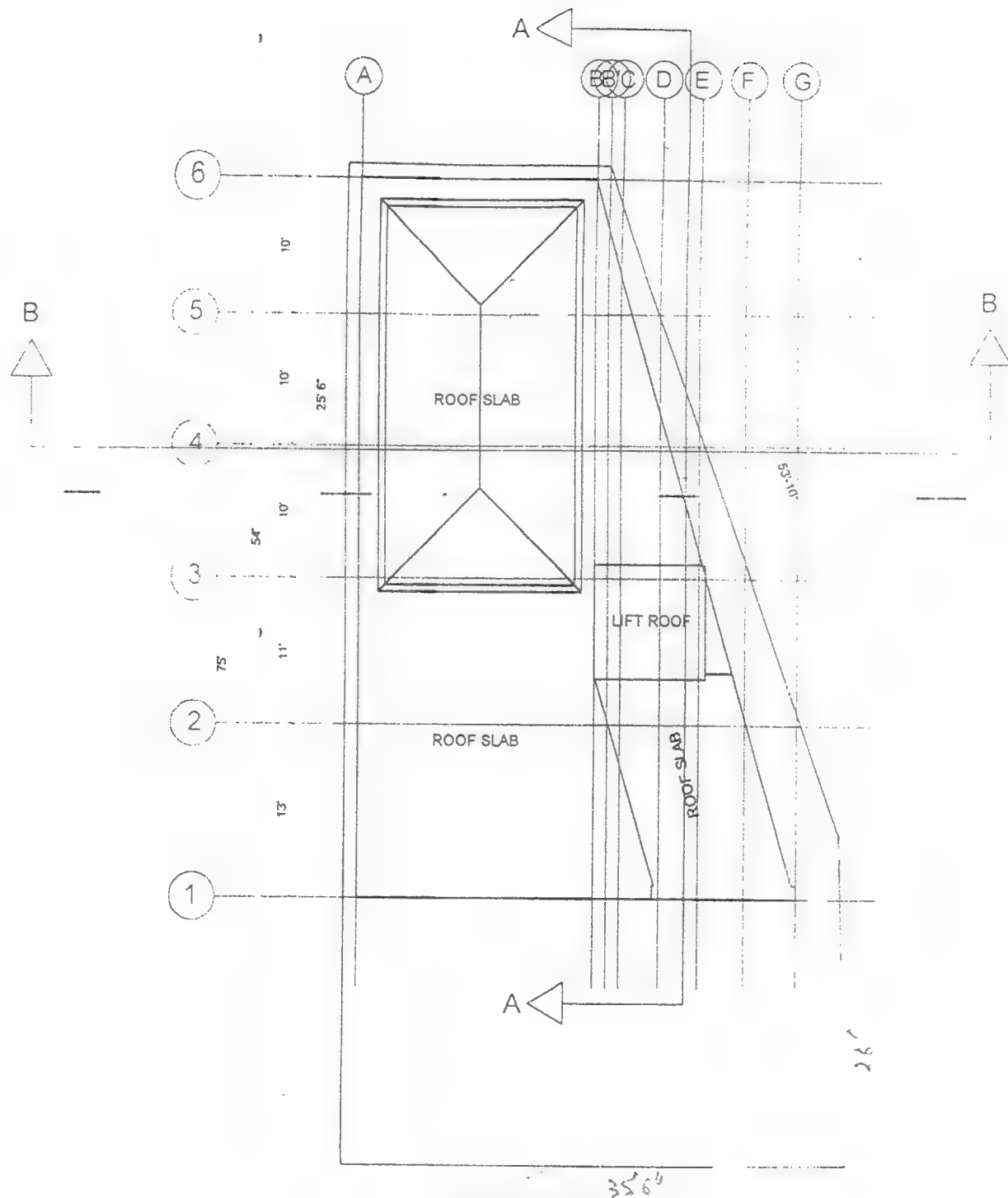
Ar.10

L.S

L.C

S.E.C

OWNER



TOP ROOF PLAN

Scale : 1"=1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT 6 STOREY + PENT HOUSE
R.C.C. BUILDING

ADDRESS

ကျောက် (၂၇) ဦးတည်း
သွယ်သွယ်တောင်ကွက်
စစ်ဆေးရန် နယ်

BLOCK NO 118

LOT NO 29 - C2

စစ်ဆေးရန် နယ်

SUBJECT TOP ROOF PLAN

SCALE

SHEET NO

Ar.11

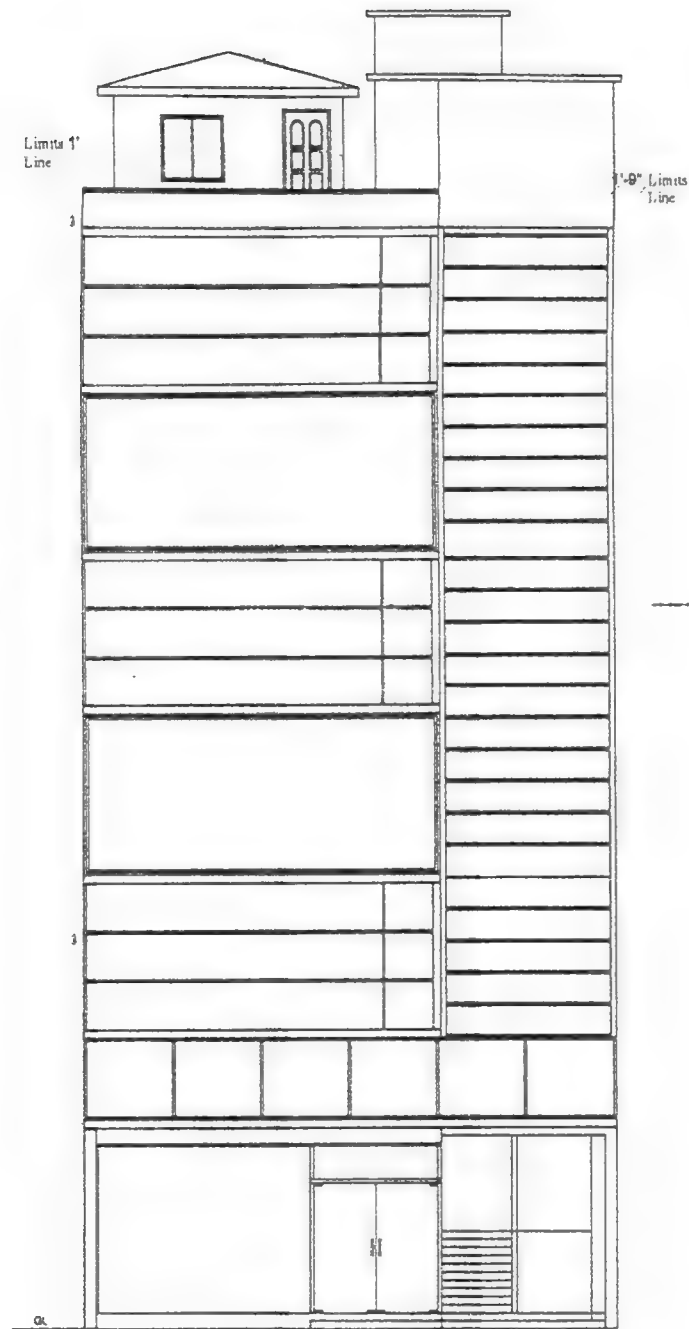
DATE 14.12.2013

L.S

L.C

S.E.C

OWNER



FRONT ELEVATION
Scale : 1"=1/8"

NOTE:

OWNER / APPLICANT

U LYNN HTUN OO

ADDRESS:

PROJECT 8 STOREYED + PENT HOUSE
R.C.C. BUILDING

ADDRESS

အမှတ် ၂၇၇၊ ဦးစိစာရပ်၊
မန္တလေးတိုင်းဒေသကြီး၊
မင်းဘူးခရိုင်၊ မင်းဘူးမြို့နယ်၊
မင်းဘူးမြို့နယ်၊

BLOCK NO 118

LOT NO 28 - C2

မင်းဘူးမြို့နယ်၊

SUBJECT FRONT ELEVATION

SCALE

SHEET NO

Ar.12

DATE

01/12/2017

L.S

L.C

S.E.C

OWNER



STRATEGY FIRST





















EDINBURGH
BUSINESS SCHOOL
EDINBURGH UNIVERSITY

STAMFORD
UNIVERSITY



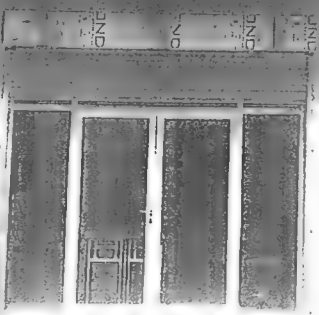
STRATEGY FIRST
MANDALAY

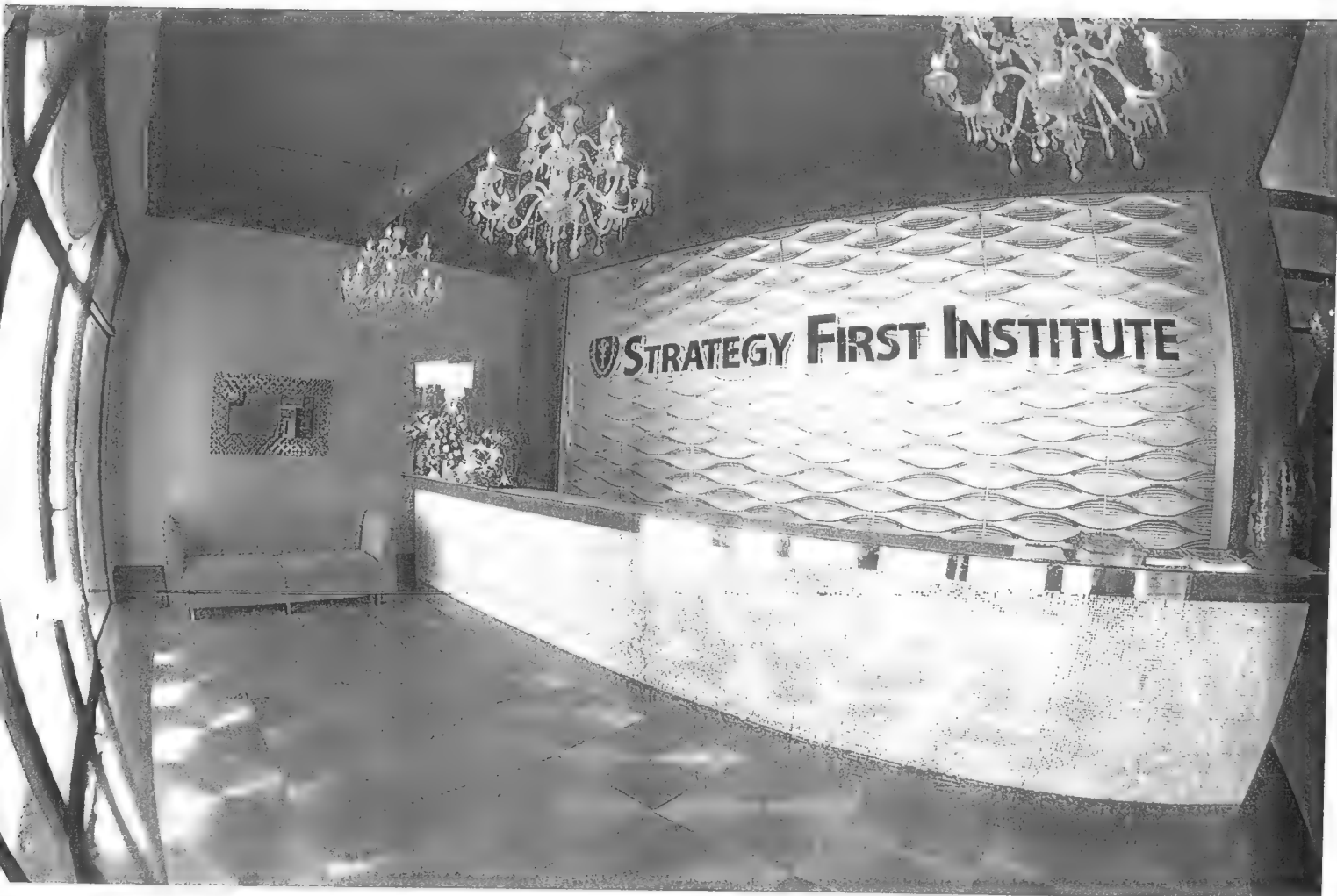


OWN
BUSINESS
management



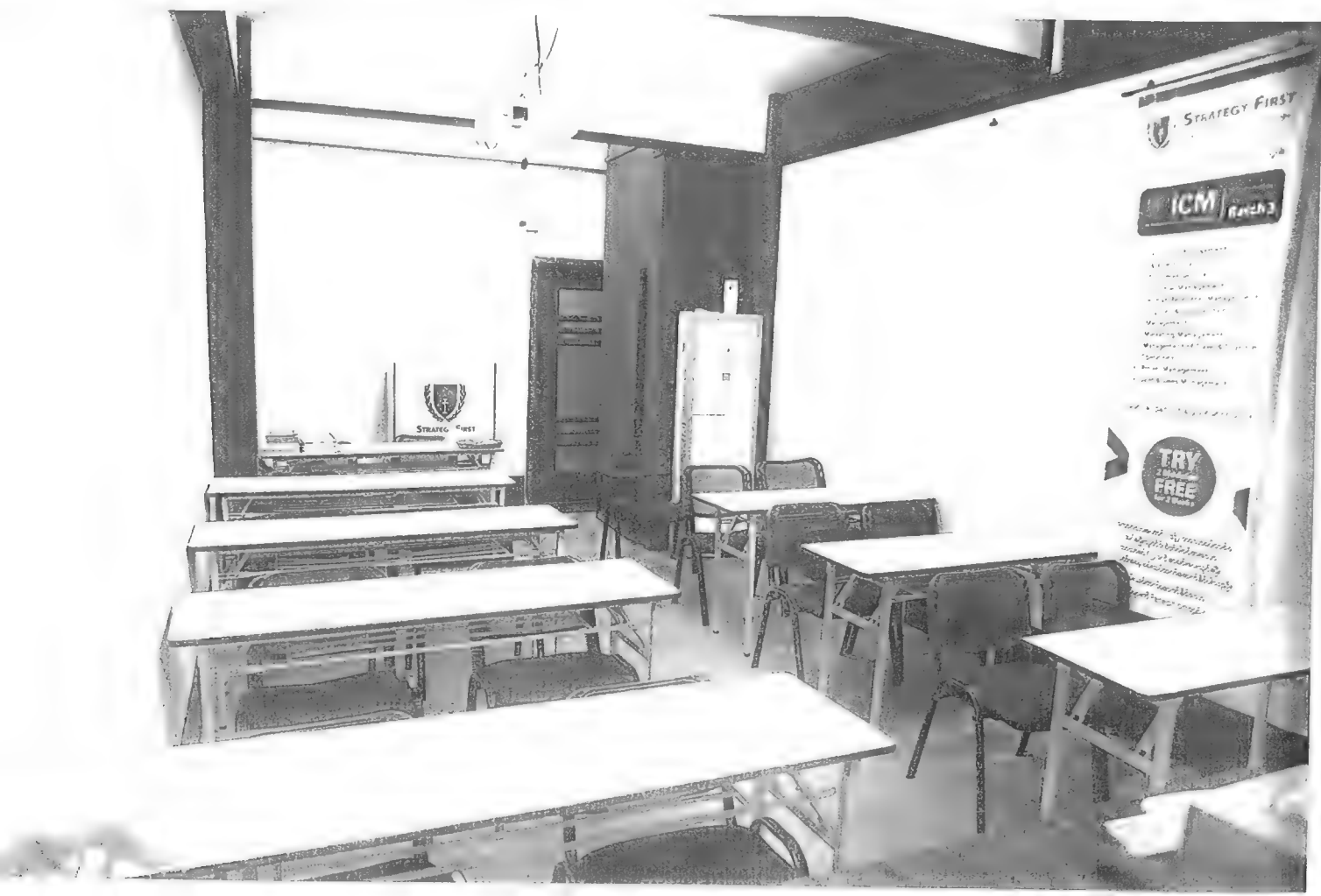
4 skills in
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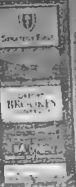
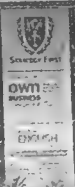






STRATEGY FIRST INSTITUTE

Centre for Innovation and Entrepreneurship











Stamford International University

- Signature MBA

Pearson Education

- HND in Business

The Scottish Qualification Authority

- HND in Civil Engineering

NCC Education

- Level 4/Level 5 Diploma in Business Information Technology

The Chartered Institute of Marketing

- Diploma in Professional Marketing

The Institute of Commercial Management

- Single Subject Diplomas (Over 24 Subjects – ranging from Advertising, PR, Marketing to Human Resources Management and Procurement)

The Association of Business Executives

- Level 6 Diploma in Business Management/Human Resources/Marketing

Current Offerings

Strategy First သည် ယခုအခါတွင် အောက်ဖော်ပြပါ တက္ကသိုလ်၊ ပညာရေးအဖွဲ့အစည်းများဖြင့် ပူးပေါင်းပြီးသင်တန်းများကိုရန်ကုန်၊ မန္တလေးနှင့် မုံရွာမြို့များတွင် ဖွင့်လှစ်သင်ကြားပေးလျက်ရှိပါသည်။

Academic Qualification Programs

- Heriot-Watt University (<https://www.hw.ac.uk/>)
- Oxford Brookes University (<https://www.brookes.ac.uk/>)
- Stamford International University (Thailand) (<https://www.stamford.edu/>)
- Pearson Education (<https://qualifications.pearson.com/en/home.html>)
- The Scottish Qualifications Authority (SQA) (<https://www.sqa.org.uk/>)
- NCC Education (<http://www.nccedu.com/>)

Professional Qualification Programs

- The Chartered Institute of Marketing (<https://cim.co.uk/>)
- The Institute of Commercial Management (<https://www.icm.education/>)
- The Association of Business Executives (ABE) (<https://www.abeuk.com/>)

သင်ကြားပေးလျက်ရှိသောသင်တန်းများ

Heriot-Watt University

- Master of Business Administration (Edinburgh Business School)
- MSc (Construction Project Management) (School of Energy, Geoscience, Infrastructure and Society)

Oxford Brookes University

- BA (Hons) Business and Management (Top-up Year)

1. Background Information

Strategy First Institute ကို ၂၀၁၀ ခုနှစ်တွင် ဦးအောင်ချစ်ခင်မှ စတင်တည်ထောင်ခဲ့ပါသည်။ ACK & Co Services Co., Ltd. လက်အောက်ရှိ Strategy First Institute အမည်ဖြင့် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းများကိုလုပ်ကိုင်လျှက်ရှိပါသည်။ ကျောင်းစတင်ဖွင့်လှစ်သောအချိန်တွင် အလုပ်တစ်ဖက်နှင့် မအားလပ်သောလုပ်ငန်းခွင်မှ ဝန်ထမ်းများတိုးတက်ရေးအတွက် ဦးစားပေးသောစီးပွားရေးဆိုင်ရာ Professional Development နှင့် Vocational သင်တန်းများဖြင့် စတင်ဖွင့်လှစ်ခဲ့ပါသည်။ ယခုအခါတွင် စီးပွားရေးဆိုင်ရာပညာရပ်များသာမကအိုင်တီနှင့် မြို့ပြအင်ဂျင်နီယာသင်တန်းများကိုဒီပလိုမာ၊ ဘွဲ့ကြိုနှင့် မဟာဘွဲ့များပေးအပ်သည်အထိတိုးချဲ့ဖွင့်လှစ်နိုင်ခဲ့ပြီဖြစ်သည်။ Strategy First တွင် ကျောင်းသားဟောင်း နှစ်သောင်းရှစ်ထောင်ကျော်ရှိပြီဖြစ်ပြီးယခုလက်ရှိတွင် ကျောင်းသား (၅၀၀၀) ကျော်တက်ရောက် နေသောကျောင်းကြီးတစ်ကျောင်းအဖြစ် ရပ်တည်နေပါသည်။ ၂၀၁၈ ခုနှစ် ဧပြီလတွင် မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင် (MIC) ၏ ထုတ်ပြန်ချက်အရ မြန်မာနိုင်ငံတွင် ပုဂ္ဂလိကတက္ကသိုလ်များကိုရင်းနှီးမြှုပ်နှံမှုများကိုတရားဝင်ခွင့်ပြုလိုက်သည့်အတွက် Strategy First Institute မှ Strategy First University အဖြစ်သို့ အဆင့်မြှင့်တင်ရန်အတွက် လျှောက်တင်ခြင်းဖြစ်ပါသည်။ MIC မှ တက္ကသိုလ်အဖြစ် တရားဝင် အသိအမှတ်ပြုခံရပြီးပါကလုပ်ငန်းတိုးချဲ့ခြင်းဆိုင်ရာ လုပ်ဆောင်ချက်များ ကိုလည်းလုပ်ကိုင်သွားမည်ဖြစ်သည်။ Strategy First သည် ယခုအခါတွင် နိုင်ငံခြားတက္ကသိုလ်များ၊ ပညာရေးအဖွဲ့အစည်းများနှင့် ပူးပေါင်းပြီးဘွဲ့ကြို၊ မဟာဘွဲ့နှင့် ဒီပလိုမာသင်တန်းများကို သင်ကြားပို့ချပေးလျက်ရှိပြီး နိုင်ငံတကာအသိအမှတ်ပြုဘွဲ့လက်မှတ်များကိုပေးအပ်လျက်ရှိပါသည်။ တက္ကသိုလ် အဖြစ်အသိအမှတ်ပြုခံရပြီးသောနောင်ဟစ်ချိန်တွင် Strategy First University မှပင်သက်ဆိုင်ရာဝန်ကြီးဌာန၏ ခွင့်ပြုချက်ဖြင့် ကိုယ်ပိုင် ဘွဲ့လက်မှတ်များနှင့် ဒီပလိုမာလက်မှတ်များကိုချီးမြှင့်သွားနိုင်ရန်အတွက် စီစဉ်သွားမည်ဖြစ်သည့်အပြင် နိုင်ငံခြားတက္ကသိုလ်များနှင့် ပူးပေါင်းပြီး Dual Degree များပေးအပ်နိုင်သည်အထိစီစဉ်ဆောင်ရွက်သွားမည်ဖြစ်သည်။

Mission

Contributing to the socio-economic development of Myanmar citizens through

1. Enabling local businesses to adopt strategic approaches that deliver a sustainable competitive edge in the globalized marketplace and

2. Developing internationally competitive individuals who are financially successful and at the same time, conduct themselves and their businesses responsibly for the society and the environment, while achieving healthy financial returns and sustainable growth.

Vision

To be recognized internationally for the success, skills and socially responsible behaviors of the business leaders who studies with us and the notable contributions they make to the world.

Vision 2025 - To become a recognized private university in the ASEAN region.

Key People

ဦးအောင်ချစ်ခင် (Founder/Managing Director)

ဦးအောင်ချစ်ခင်သည် Strategy First ၏ Founder တစ်ဦးဖြစ်ပြီး ACK & Co Services Co., Ltd. ၏ Managing Director တစ်ဦးဖြစ်ပါသည်။ သူသည် စွန့်ဦးတီထွင်မှုနှင့် ဈေးကွက်ပညာကိုစိတ်ဝင်စားသူတစ်ဦးဖြစ်ပြီး မြန်မာနိုင်ငံဖွံ့ဖြိုးတိုးတက်ရေးအတွက် အရေးကြီးသောကဏ္ဍတစ်ခုဖြစ်သော စီးပွားရေးလုပ်ငန်းများတိုးတက်ရေးအတွက် တက်ကြွစွာလုပ်ကိုင်နေသူတစ်ဦးလည်းဖြစ်ပါသည်။ The University of Nottingham (UK) မှ စီးပွားရေးစီမံခန့်ခွဲမှုမဟာဘွဲ့ (MBA) ကိုရရှိထားပြီး The Chartered Institute of Marketing (CIM) မှ Postgraduate Diploma in Marketing ကိုရရှိထားသူတစ်ဦးလည်းဖြစ်ပါသည်။ ဦးအောင်ချစ်ခင်သည် အမေရိကန်နိုင်ငံရှိ International Visitor Leadership Program (IVLP) ကိုတက်ရောက်ခဲ့သူတစ်ဦးဖြစ်ပြီး မြန်မာနိုင်ငံလူငယ်စွန့်ဦးတီထွင်လုပ်ငန်းရှင်များအသင်း (MYEA) ၏ Executive Committee အဖွဲ့ဝင်တစ်ဦးလည်းဖြစ်ပါသည်။ ထို့ပြင် ဦးအောင်ချစ်ခင်သည် Central SME Development Agency (An agency by the government of Myanmar) ၏ အဖွဲ့ဝင်တစ်ဦးလည်းဖြစ်ပါသည်။

Limitations

Strategy First အနေဖြင့် ထပ်မံတိုးချဲ့လုပ်ကိုင်ရန် အစဉ်အမြဲကြိုးစားလျက်ရှိပါသည်။ သို့သော် နိုင်ငံတကာတက္ကသိုလ်များဖြင့် ပြောဆိုဆက်ဆံရာတွင် Strategy First အနေဖြင့် တက္ကသိုလ်ဟုတရားဝင် အသိအမှတ်ပြုခြင်းခံထားရခြင်းမရှိသောကြောင့် ပြောဆိုဆက်ဆံရာတွင် ကန့်သတ်ချက်များဖြစ်လေ့ရှိပါသည်။ ထို့အပြင် Strategy First အနေဖြင့် တက္ကသိုလ်အဖြစ် တရားဝင် အသိအမှတ်ပြုမခံရသေးသောကြောင့် ထပ်မံတိုးချဲ့ရန်အတွက်လည်းအဟန့်အတားတစ်ခုဖြစ်နေပါသည်။

ထပ်မံတိုးချဲ့မည့် Program အသစ်များ ~

Strategy First အနေဖြင့် Information Technology နှင့် Civil Engineering ဘာသာရပ်တွင် ကျောင်းသား၊ ကျောင်းသူများဘွဲ့ရသည်အထိတက်ရောက်နိုင်ရန်အတွက် နိုင်ငံတက္ကသိုလ်များနှင့် ချိတ်ဆက်နေပြီဖြစ်သည်။ Information Technology ဘာသာရပ်အတွက် ယခုအခါတွင် Oxford Brookes University (<http://brookes.ac.uk>) နှင့်လည်းကောင်း၊ Civil Engineering ဘာသာရပ်အတွက် Heriot-Watt University (<http://hw.ac.uk>) နှင့် ပူးပေါင်းဆောင်ရွက်သွားရန် စီစဉ်နေပြီဖြစ်သည်။ ထို့အပြင် ဘာသာစကားနှင့် သင်ကြားမှုဆိုင်ရာဘွဲ့များကိုလည်းချီးမြှင့်နိုင်ရန်အတွက် ဆောင်ရွက်သွားမည်ဖြစ်သည်။

ထပ်မံတိုးချဲ့မည့် Facility များ

ဘွဲ့ကြိုသင်တန်းများကိုပိုမိုထိရောက်စွာသင်ကြားပို့ချနိုင်ရန်အတွက် Strategy First အနေဖြင့် တက္ကသိုလ် အဖြစ် တရားဝင်အသိအမှတ်ပြုခံရပြီးပါကအခြေခံအဆောက်အအုံများတွင် ရင်းနှီးမြှုပ်နှံမှုများ ပြုလုပ်သွား မည်ဖြစ်သည်။ နိုင်ငံတက္ကသိုလ်အင်္ဂါရပ်များနှင့်အညီပါဝင်သင့်သောစာသင်ခန်းများ၊ Lecture Theatre များ၊ စာကြည့်တိုင်များ၊ စားသောက်ခန်းမများ၊ အားကစား Facilities များနှင့် ကျောင်းသားများ အနားယူ စာဖတ်နိုင်မည့် နေရာများအားလုံးပါဝင်မည့် အဆောက်အအုံကိုရင်းနှီးမြှုပ်နှံသွားမည်ဖြစ်သည်။

ဒေါက်တာဦးစိန်မင်း (Academic Director)

ဒေါက်တာဦးစိန်မင်းသည် Strategy First တွင် Academic Director အဖြစ်တာဝန်ယူဆောင်ရွက်လျက်ရှိပါသည်။ ရန်ကုန်စီးပွားရေးတက္ကသိုလ်မှ B.Com နှင့် M.Com ဘွဲ့တို့ ကိုရရှိခဲ့ပြီးဂျာမနီနိုင်ငံရှိ The University of Passau မှ ဒေါက်တာဘွဲ့ကိုရရှိခဲ့ပါသည်။ ၁၉၇၈ ခုနှစ်မှ ၁၉၉၇ ခုနှစ်အထိရန်ကုန်စီးပွားရေးတက္ကသိုလ်တွင် စာသင်ပြခဲ့ပြီး ၁၉၉၇ မှ ၂၀၀၁ ခုနှစ်အထိရန်ကုန်အဝေးသင်တက္ကသိုလ်တွင် Associate Professor အဖြစ်တာဝန်ထမ်းဆောင်ခဲ့ပါသည်။ ထို့နောက် စင်္ကာပူနိုင်ငံသို့ ပြောင်းရွှေ့နေထိုင်ခဲ့ပြီးစင်္ကာပူနိုင်ငံရှိပုပ္ဖလိကတက္ကသိုလ်များတွင် စာသင်ကြား ခဲ့ပါသည်။

ဒေါက်တာဒေါ်နီလာဝင်း (Head of Department – Engineering)

ဒေါက်တာဒေါ်နီလာဝင်းသည် Strategy First ၏ Engineering ဌာနတွင် Head of Department အဖြစ်တာဝန်ထမ်းဆောင်လျက်ရှိပါသည်။ ဆရာမကြီးသည် ရန်ကုန်နည်းပညာတက္ကသိုလ်မှ Bachelor of Engineering (Civil) ဘွဲ့ကိုရရှိခဲ့ပြီးဘယ်ဂျီယံနိုင်ငံရှိ Free University Brussels မှ Postgraduate Diploma, MSc (Hydrology) နှင့် PhD (Hydrology) တို့ကိုရရှိခဲ့ပါသည်။ ထို့အပြင် The University of Nottingham မှ PGCHEကိုလည်းရရှိခဲ့ပါသည်။ ၁၉၈၂ ခုနှစ်မှ ၂၀၀၀ ခုနှစ်အထိရန်ကုန်နည်းပညာတက္ကသိုလ်တွင် စာသင်ခဲ့ပါသည်။ ၂၀၀၇ ခုနှစ်မှ ၂၀၁၂ ခုနှစ်အထိမလေးရှားနိုင်ငံ INTI University တွင် Dean အဖြစ်တာဝန်ယူထမ်းဆောင်ခဲ့ပြီး The University of Nottingham (Malaysia Campus) တွင်လည်း Associate Professor အဖြစ် တာဝန်ယူဆောင်ရွက်ခဲ့သူတစ်ဦးဖြစ်ပါသည်။

New Campus Facilities – Learning Facilities

		Room Numbers	sqft per room	Total sqft	Capacity per room	Total Capacity
1	Auditorium	1	3,800	3,800	525	525
2	Large Lecture Hall	3	1,500	4,500	200	600
3	Workshop Hall	1	2,500	2,500	200	200
4	Executive Learning Rooms	5	800	4,000	70	350
5	Seminar Rooms - M	8	1,000	8,000	100	800
6	Interactive Workshop Classrooms	20	800	16,000	50	1000
7	Language Lab	1	1,200	1,200		
8	Computer Lab	3	1,200	3,600		
9	Discussion Rooms	6	120	720		
10	Quiet Study Room	3	600	1,800		
11	Engineering lab	2	1,200	2,400		
12	Bloomberg lab	1	600	600		
	Total sqft			49,120		

Student Facilities

		sqft
1	Sports Complex	6,500
2	Media Production Studio	1,000
3	Library	1,200
4	Career Services	300
5	Car Parking	15,000
6	Canteen	2,500
7	Toilets	1,000
8	Hall ways	1,000
9	Reception Lobby	1,500

10	Bookstore	500
11	Café	1,000
12	Hospitality Mockup Room	450
	Total sqft	31,950

Office Spaces

		Room No.	Sqft per room	Total sqft
1	Board Room	2	500	1,000
2	Directors' Offices	5	180	900
3	Marketing	1	600	600
4	HR	1	120	120
5	Finance	1	200	200
6	Student Service	1	400	400
7	Corporate	1	400	400
8	Academic	1	2,000	2,000
9	Registration	1	300	300
10	Admin	1	100	100
11	Store	1	600	600
	Total sqft			6,620



AYA Bank

အမှတ်တံဆိပ်

Your Trusted Partner

TO 0063-2-24-01-000868-5
/ ACK & CO. SERVICES COMPANY LTD/U AUNG CHIT KHIN/U CHIT KHIN
/4334/20152020/12/-MA-YA-KA-(N)-111813/H/RGN 015891

Dear Sir/Madam,

We hereby certify that the balance standing at the Credit of the account of / ACK & CO. SERVICES COMPANY LTD/U AUNG CHIT KHIN/U CHIT KHIN /4334/20152020/12/-MA-YA-KA-(N)-111813/H/RGN 015891 A/C no. 0063-2-24-01-000868-5 with the AYEYARWADY BANK at the close of business on the 30/11/2018 (12:46 PM) was K : 270,686,785.62 (Two Hundred Seventy Million Six Hundred Eighty-Six Thousand Seven Hundred Eighty-Five Kyat And Sixty-Two Pya).

Yours faithfully,

(Manager)

ACCOUNTS DEPARTMENT

No.416, Corner of Maharbandoola Road
& Maharbandoola Garden Street,
Kyauktada Township,
Yangon, Myanmar.

T +951 370500
F +951 370501
E info@aya-bank.com
www.aya-bank.com
www.facebook.com/ayabank





Asia Green Development Bank (SUL)

NO (73/75) , SULE PAGODA ROAD, PABEDAN TOWNSH

Fax : -

Date 30 N, 2018

No. 3250011000959016

To,

M/S ACK AND CO SERVICES CO.,LTD

1002,10 FLOOR,PANCHAN TOWER, -,DHAMMAZEDI RD
YGN,MM,095

We hereby certify that the balance standing at the credit of the account of 3250011000959016 with ASIA GREEN DEVELOPMENT BANK LIMITED. Asia Green Development Bank(SUL) at the close of business on the(30 November, 2018) was K 10,634,156.13 (Ten Million Six Hundred Thirty Four Thousand One Hundred Fifty Six and pyas Thirteen Only).

Your Faithfully,

(Manager)

Asia Green Development Bank (SUL)

Asia Green Development Bank Limited
No. 73/75, Sule Pagoda Road, Kyauktada Township,
Yangon.
T (01) 376 599
F (01) 378 463, 378 464, 376 591
W www.agdbank.com

Asia Green Development Bank Limited
No. (168), Thin Yadanar Shopping Complex,
Zabuthiri Township, Nay Pyi Taw
T (067) 414622, 414633, 414696
F (067) 414861, 414871
E naypyitaw@agdbank.com



KBZ BANK

ကဗောဇဘဏ်လီမိတက်

No.615/1, Pyay Road,
Kamayut Township,
Yangon, Myanmar.
Tel: (+951) 538 075-76,
538 078-80
Fax: (+951) 538 069-71

No. 02930402903043401

Dated , 30 November , 2018

To,

ACK AND CO SERVICES CO.LTD
, 12/MAYAKA(N)111813, 12/KATATA(N)014820
NO(8),GROUND FL,PANCHAN TOWER,
SANCHANG TSP, YANGON DIVISION,

DEAR SIR,

We hereby certify that the balance standing at the credit of the account of ACK AND CO SERVICES CO.LTD (02930402903043401) with the KANBAWZA BANK Ltd.(MYAYNIGONE BRANCH)at the close of business on the (30/11/2018) was MMK 60,318,030.06 (Kyats Sixty million three hundred eighteen thousand thirty and six Pyas only).

Yours Faithfully



CO-OPERATIVE BANK LTD.

No. (46), Union Financial Tower (Tower A & B), Corner of Mahar Bandoola Road & Thein Phyu Road, Botataung Township, Yangon. 11161 Myanmar.

Tel: (95-1) 231 7999 Fax: (95-1) 231 7979 Call Center : (95-1) 231 7770
Email: contactcenter@cbbank.com.mm Website: www.cbbank.com.mm

30.11.2018

ACK AND CO SERVICES COMPANY LIMITED

(4334 OF 2011-2012)

0010100500033189

NO.1002, 10th FL, PANCHAN TWOER,
DAMASAYTHI ST, SANCHANG TSP,
YANGON.

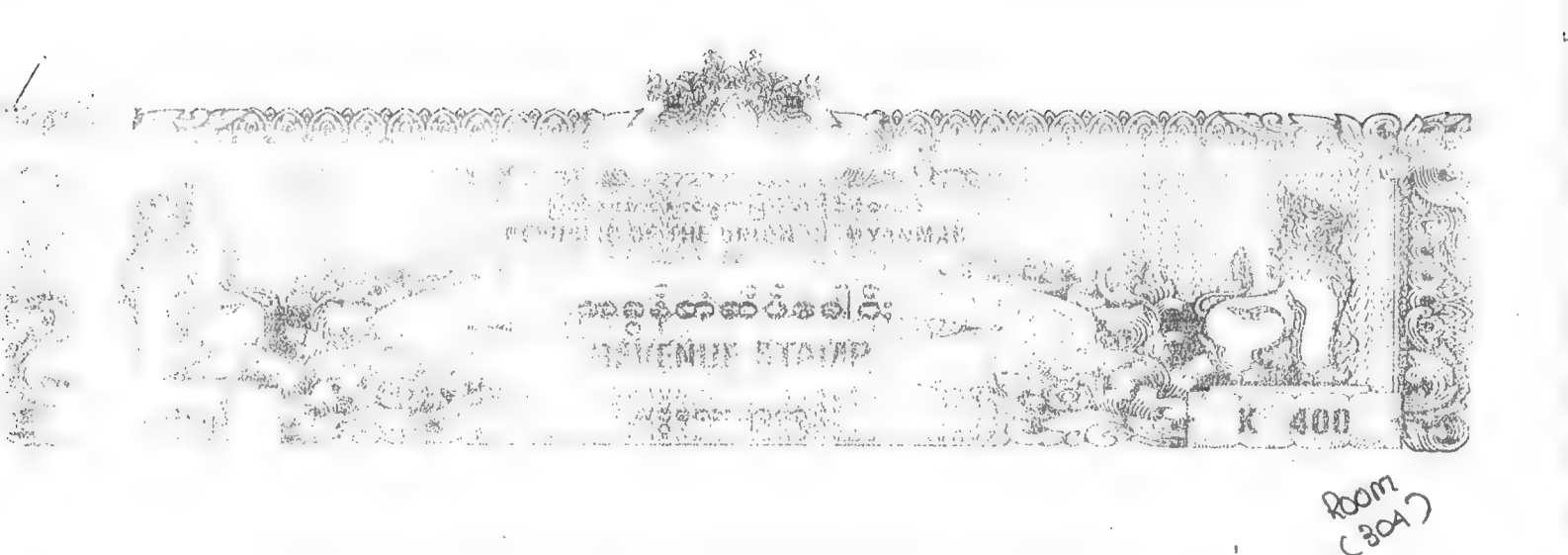
Dear Sir,

We here by certify that the balance standing at the credit of the Saving Account of (0010100500033189) ACK & CO SERVICES CO.,LTD, CB BANK HO (EXTENSION) Branch at the close of business on the 29th November 2018 was MMK- 7,615,466.75 (Kyats- Seven Million Six Hundred Fifteen Thousand Four Hundred Sixty Six & Pyas Seventy Five Only.)

Your Faithfully,

Deputy Manager
Co-Operative Bank Ltd.
Sanchaung (Bagayar St;) Branch.

Manager
Co-Operative Bank Ltd.
Sanchaung (Bagayar St;) Branch.



"အမှတ် (304) ၊ (3)လွှာ၊ ပန်းခြံတာဝါ၊ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်"

၂၀၁၈ ခုနှစ် ၊ ဇွန်လ (၂၅) ရက်နေ့တွင် အငှားချထားသူ (အိမ်ရှင်) နှင့် ငှားရမ်းသူ (အိမ်ငှား) တို့သည် အမှတ် (၃၀၄) ၊ (၃) လွှာ၊ ပန်းခြံတာဝါ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ် ကိုပြုလုပ်ချုပ်ဆိုကြသည်မှာ -

အငှားချထားသူ။ ။ ဒေါက်တာဟိန်းလတ်ဝင်း (၁၂/ဒဂု န (နိုင်) ၀၀၅၆၆၉)

ငှားရမ်းသူ။ ။ အေစီကေနှင့်ကို ပန်ဆောင်မှု ကုမ္ပဏီလီမိတက်၏ ကိုယ်စား ဦးအောင်ချစ်ခင် (အုပ်ချုပ်မှုအရိုက်တာ) ၁၂/မရက (နိုင်) ၁၁၁၈၁၃ (နောင်တွင် အိမ်ငှား ဟုရည်ညွှန်းမည်) ၊ အမှတ် (၈) မြေညီထပ်၊ ပန်းခြံတာဝါ၊ မြေနီကုန်း၊ စမ်းချောင်းမြို့နယ်။ ရန်ကုန်တိုင်းဒေသကြီး။

အထက်ဖော်ပြပါပိုင်ရှင် ပိုင်ဆိုင်သော အမှတ် (၃၀၄) ၊ (၃) လွှာ၊ ပန်းခြံတာဝါ ၊ စမ်းချောင်းမြို့နယ်၊ ရှိတိုက်ခန်းကို ဟစ်လလျှင် ငွေကျပ် (၇၀၀,၀၀၀/) ခုနှစ်သိန်းကျပ် ဖြင့် (၉.၇.၂၀၁၈ မှ ၈.၇.၂၀၁၉ အထိ) ကပ်နှစ်စာအတွက် ငွေကျပ် (၈၄) သိန်း ဖြင့် စာချုပ်ချုပ်ဆို ငှားရမ်းရန် သဘောတူပါသည်။

စာချုပ်ချုပ်ဆိုသည့် (၂၅.၆.၂၀၁၈) ရက်နေ့တွင် တစ်နှစ်စာငှားရမ်းခငွေကို အငှားချထားသူ (အိမ်ရှင်) ထံသို့အပြေအကြေးပေးအပ်ပါသည်။

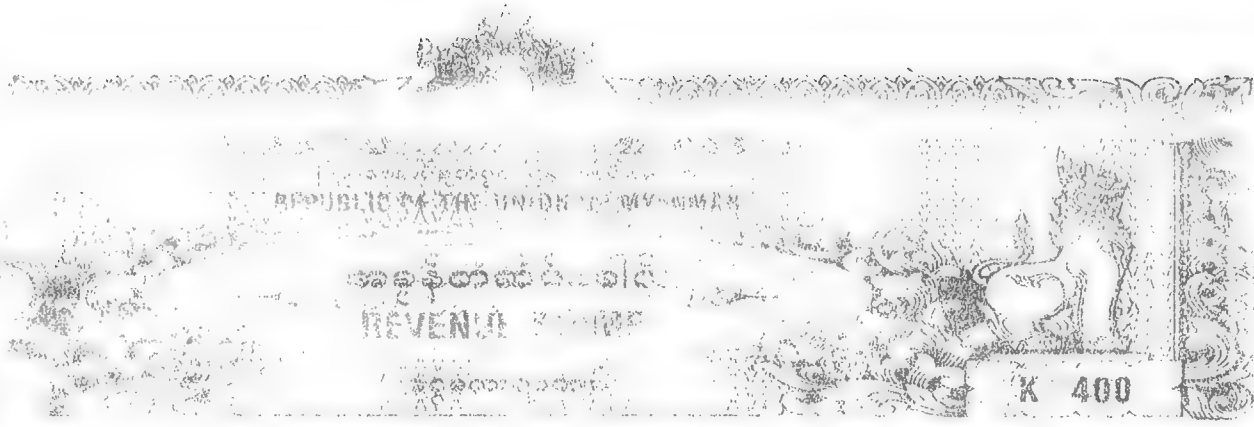
ဆက်လက်ငှားရမ်းလိုပါက တစ်လကြိုတင်အကြောင်းကြားရန်။

ငှားရမ်းသည့်ကာလပြည့်ပြီး နှစ်ဦးနှစ်ဖက်မှ ဆက်လက်ငှားရမ်းခြင်းမပြုလိုပါက ဖုန်းအခွန်၊ မိတာဗွန်၊ တိုက်ခန်းသော့၊ အခွန်အခအရပ်ရပ်ကို Notice ပေးသည့်နေ့တွင် အိမ်ငှားမှကြိုတင် Deposit ပေးရန်။

ငှားရမ်းစဉ်ကာလအတွင်း ကျသင့်သော ရေခွန်၊ မီးခွန်၊ စည်ပင်ခွန်၊ မိတာဗွန်များကို ငှားရမ်းသူမှသာပေးဆောင်ရန်။

ပင်ငွေခွန်ဥပဒေနှင့် အညီ တိုက်ခန်းငှားရမ်းမှုနှင့် ဆက်စပ်သည့် အခွန်အရပ်ရပ်ကို အငှားချထားသူ (အိမ်ရှင်) မှ ကျခံရှင်းလင်းဆောင်ရွက်ရန်။

အထက်စာချုပ်ပါ စကားရပ်များကို နှစ်ဦးနှစ်ဖက် ဖတ်ရှုသိရှိနားလည်သဘောပေါက်ကြပြီးနောက် အောက်ပါအသိသက်သေများရှေ့မှောက်တွင် တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်ကို လက်မှတ်ရေးထိုးပြုလုပ်ချုပ်ဆိုကြပါသည်။



အငှားချထားသူ (အိမ်ရှင်)

၁။ အမည် -
မှတ်ပုံတင်အမှတ် -
.....

အသိသက်သေ

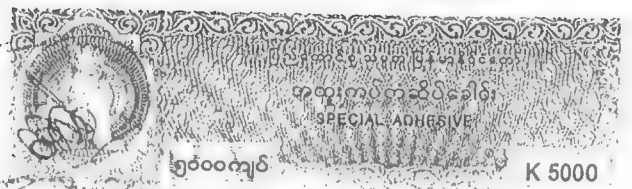
၁။ အမည် -
မှတ်ပုံတင်အမှတ် -

ငှားရမ်းသူ (အိမ်ငှား)

၂။ အမည် -
မှတ်ပုံတင်အမှတ် -
.....

အသိသက်သေ

၂။ အမည် -
မှတ်ပုံတင်အမှတ် -
.....



"အမှတ်(၈)၊ မြေညီထပ်၊ ပန်းခြံတာဝါတိုက်ခန်းကားရမ်းခြင်း သဘောတူစာချုပ်"

ရန်ကုန်မြို့တွင် ၂၀၁၈ ခုနှစ်၊ မတ်လ (၂၈) ရက်နေ့၌ အောက်ဖော်ပြပါ “အငှားချထားသူ” နှင့် “ငှားရမ်းအသုံးပြုသူ” တို့အကြား၊ ဤ“ငှားရမ်းခြင်းသဘောတူစာချုပ်”ကို လက်မှတ်ရေးထိုး ချုပ်ဆိုကြပါသည်။

အမှားချထားသူ (အိမ်ရှင်) ဒေါက်တာဟိန်းလတ်ဝင်း (၁၂/ဒလန(နိုင်) ၀၀၅၉၆၉)

(၁၂/မရက(နိုင်) ၁၁၁၈၁၃)
 ACK And Co Services Company Ltd ကိုယ်စား ဦးအောင်ချစ်ခင်
 (၁၂/မရက(နိုင်) ၁၁၁၈၁၃)

(အထက်အမည်ပါ အငှားရထားသူ-နှင့်-ငှားရမ်းအသုံးပြုသူဟူသော စကားရပ်များတွင်၊
 ၎င်းတို့ အပါအဝင်၊ ၎င်းတို့အသီးသီး၏ အမွေခံများ၊ တရားဝင်ကိုယ်စားလှယ်များ၊
 တရားဝင်စီမံဆောင်ရွက်ခွင့်ရသူများ အားလုံး အကျုံးဝင်သည်ဟု မှတ်ယူပါမည်။)

အထက်အမည်ပါ အငှားချထားသူ ဝိုင်ဆိုင်သည့် အောက်စာရင်းပါ တိုက်ခန်း (အဆိုပါ တိုက်ခန်းဟု
ဆက်လက်ရည်ညွှန်းပါမည်)အား၊ အထက်အမည်ပါ ငှားရမ်းအသုံးပြုသူ (အိမ်ငှား)က၊ သက်ဆိုင်ရာဥပဒေ၊
နည်းဥပဒေ၊ စည်းမျဉ်းစည်းကမ်းတို့နှင့်အညီဖြစ်သော၊ စာသင်ခန်းလုပ်ကိုင်ရန်အတွက်၊
ငှားရမ်းလုပ်ကိုင်အသုံးပြုမည်ဖြစ်သည်ကို အငှားချထားသူကလည်း လက်ခံသဘောတူသဖြင့်၊
အဆိုပါတိုက်ခန်းငှားရမ်းခြင်းကိစ္စနှင့်ပတ်သက်၍၊ အောက်ပါဂတိပြုချက်များအတိုင်း၊
လိုက်နာဆောင်ရွက်ကြမည်ဖြစ်ကြောင်း၊ အသီးသီးကဂတိပြု သဘောတူလက်မှတ်ရေးထိုး စာချုပ်ချုပ်ဆို
ကြပါသည်။

ငှားရမ်းသည် တိုက်ခန်း

ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်း မြို့နယ်၊ အမှတ်(၈)၊ မြေညီထွယ် ပန်းခြံတာဝါ ထိုက်ခန်း၊
ဌာနရုံးယာသန့် အလှူခံကမ်းခြေအစီအစဉ်

ငှားရမ်းယူသူနှင့် အငှားချထားသူတို့သည် တစ်ဦးကိုတစ်ဦး လေးစားယုံကြည်စွာဖြင့် ငှားရမ်းခြင်း၊
ချုပ်ကို ချုပ်ဆိုကြခြင်းဖြစ်ပါသည်။ ထိုသို့ ငှားရမ်းရန် သဘောတူညီကြသည့်အလျောက် ငှားရမ်းကာလ
(၀၁.၀၄.၂၀၁၈ မှ ၃၁.၃.၂၀၁၉) ထိ ငှားရမ်းခ ငွေကျပ် တစ်လျှင် ၁,၂၄၀,၀၀၀- ကျပ် ဖြင့် တစ်နှစ်စာ
၁၄,၈၈၀,၀၀၀- (သိန်း တစ်ရာလေးဆယ့်ရှစ်သိန်း ရှစ်သောင်း ကျပ်တိတိ) ကို (၂၈.၀၃.၂၀၁၈) ရက်နေ့တွင်
လက်ခံရရှိကြောင်း ပန်ဒ်ခ်စ် ဤစာချုပ်တွင် လက်မှတ်ရေးထိုးပါသည်။ ၎င်း ငှားရမ်းခရေငွေမှ ကြိုတင်ဝင်ငွေခွန်
၂% (၂၉၇,၆၀၀- ကျပ်တိတိ) ပေးဆောင်ရမည် ကိုသိရှိပါသည်။

ဌာနရင်းအသုံးပြုသူ တာဝန်ယူရမည့် စည်းကမ်းချက်များ

(၁) အဆိုပါပစ္စည်းပေါ်တွင်၊ ငှားရမ်းအသုံးပြုသူ လုပ်ကိုင်ဆောင်ရွက်သည့် လုပ်ငန်းများသည်၊ တည်ဆဲ ဥပဒေအရ တရားဝင်ခွင့်ပြုချက်နှင့်အညီ လုပ်ကိုင်ဆောင်ရွက်သည့် လုပ်ငန်းများသာ ဖြစ်ရမည်။ အကယ်၍၊ လုပ်ကိုင်ဆောင်ရွက်မှုမှာ ဥပဒေနှင့်မလက်ကိုင်သော ပြစ်ဒဏ်ကောက်ခံရမှု ရှိပါက အရေးယူမှုများ ပြုလုပ်ရမည်။

(၂) ငှားရမ်းသုံးစွဲသူ၏ လုပ်ငန်းဆောင်ရွက်မှုများသည်၊ ပတ်ဝန်းကျင်ရှိ လူနေအိမ်များ၊ လူအများအား၊ တစ်စုံတရာ စိတ်ညစ်ညူးစေခြင်း၊ ပတ်ဝန်းခြင်းအတွက် အသံဆူညံခြင်း၊ ညစ်ညမ်းမှုဖြစ်စေခြင်း၊ ကျန်းမာရေးထိခိုက်စေခြင်း စသည်တို့ မဖြစ်ပေါ်စေရန်။

(၃) ငှားရမ်းကာလအတွင်း၊ ငှားရမ်းအသုံးပြုသူ၏ လုပ်ငန်း(သို့)ကိုယ်ရေးကိုယ်တာနှင့်ပတ်သက်၍၊ သုံးစွဲသော လျှပ်စစ်မီး၊ ရေ၊ တယ်လီဖုန်း၊ လုပ်ငန်းနှင့်စပ်လျဉ်းသမျှသော အခွန်အခမှန်သမျှကို၊ငှားရမ်းသူမှ ကျခံထမ်းဆောင်ရန်။

(၄) အငှားယူသူသည် မညှိသည့်အခက်အခဲရှိစေကာမူ၊ ထပ်ဆင့်ငှားရမ်းခြင်း၊ လွှဲပြောင်းခြင်း၊ ပေါင်နှံခြင်း တို့ကို လုံးဝပြုလုပ်ခြင်းမပြုရ။



(၅) အငှားယူသူသည် သန်းခေါင်စာရင်းပြုလုပ်ခွင့်မရှိ၊ ဧည့်စာရင်း(ဝန်ထမ်းများသာ)နှင့် နေထိုင်ခြင်း ပြုရမည်။

အငှားချထားသူက လိုက်နာရမည့်တာဝန်နှင့်အခွင့်အရေး

- (၁) အငှားယူသူ၏ ချို့ယွင်းချက်ကြောင့် ပြစ်မှုတစ်စုံတစ်ခုဖြစ်ခဲ့ပါက အငှားယူသူ၏ တာဝန်သာဖြစ်ပြီး အငှားချထားသူအား လုံးဝပစ္စည်းသော်လည်းကောင်း၊ လူပုဂ္ဂိုလ်ကိုသော်လည်းကောင်း၊ ထိခိုက်မှုမရှိ စေရ။ ထို့ပြင် မိမိကြောင့် မီးလောင်မှုဖြစ်ခဲ့ပါက မူလအတိုင်း ပြန်လည်ပြုပြင်ပေးရမည်။
- (၂) ဖော်ပြပါ အငှားချထားသည့် အဆောက်အဦးတွင် ငှားရမ်းအသုံးပြုနေစဉ်အတွင်း သဘာဝဘေးအန္တရာယ်ကြောင့် ဆက်လက်အသုံးပြုရန် မဖြစ်နိုင်ပါက အငှားယူသူသို့ ဆက်လက်အသုံးပြု၍ မရသည့် ကာလအတွက် ငှားရမ်းခငွေကို ပြန်လည်ပေးအပ်ရန် အငှားချထားသူမှ ဝန်ခံကတိပြုပါသည်။ အငှားယူသူ၏ ပေါ့ဆမှု၊ ပျက်ကွက်မှုကြောင့် ပေါ်ပေါက်လာသည့် ကိစ္စရပ်များ မပါဝင်ပါ။
- (၃) အငှားချထားသူအနေဖြင့် ၎င်းငှားရမ်းသည့် အဆောက်အဦးမှာ အမှန်တကယ်ပိုင်ဆိုင်ကြောင်း ဝန်ခံကတိပြုပြီး ငှားရမ်းသူ အသုံးပြုနေသည့်ကာလအတွင်း တစ်စုံတယောက်က မြေပိုင်ဆိုင်မှု၊ အဆောက်အဦး ပိုင်ဆိုင်မှုတို့ နှင့် အငြင်းပွားဖွယ်ဖြစ်လာပါက အငှားချထားသူကမှ တာဝန်ယူဆောင်ရွက်ပေးရမည်ဖြစ်ပြီး ငှားရမ်းကာလ မကုန်ဆုံးမှီ ငှားရမ်းအသုံးပြုသည့် အဆောက်အဦးအား ရက်(၃၀)အတွင်း တစ်လုံးတစ်ခဲတည်း ပြန်လည်ပေးချေပေးရန်နှင့် ငှားရမ်းသူ၏ နစ်နာမှုများကိုပါ တာဝန်ယူ ဆောင်ရွက်ပေးမည်ဖြစ်ကြောင်း သဘောတူ ပါသည်။
- (၄) အငှားချထားသူသည် ငှားရမ်းခအပေါ်တွင် ဝင်ငွေခွန် ထမ်းဆောင်ရမည်ကို သိရှိပြီး ကျသင့်သည့် အခွန်အခကို ထမ်းဆောင်ပါမည်ဟု ဝန်ခံကတိပြုပါသည်။
- (၅) ပိုင်ရှင်မှ ငှားရမ်းခြင်းကို ရပ်စဲလိုလျှင်သော်လည်းကောင်း၊ ငှားရမ်းသူမှ ဆက်လက်မငှားရမ်းလိုလျှင်သော် လည်းကောင်း (၂)လကြိုတင်၍ ဆက်လက်ငှားရမ်းခြင်း ပြုလည်မည်။ မပြုလုပ်မည်ကို ကြိုတင်အကြောင်းကြား ပေးရန် နှစ်ဦး နှစ်ဖက် နားလည် သဘောတူကြပါသည်။
- (၆) နှစ်ဖက်တို့သည်၊ ကောင်းစွာ ဖတ်ရှုနားလည်သဘောပေါက်ကြပြီးနောက် မိမိတို့အသီးသီး၏ လွတ်လပ်သော သဘောဆန္ဒများနှင့်အညီ ကျန်းမာရွှင်လန်းနေသောအချိန်တွင် အောက်တွင် အသိ သက်သေများအဖြစ် လက်မှတ်ရေးထိုးကြသူများ၏ ရှေ့မှောက်၌ ဤသဘောတူကတိ စာချုပ်ကို လက်မှတ်ရေးထိုးချုပ်ဆို ကြခြင်း ဖြစ်ပါသည်။

အငှားချထားသူ
ဒေါက်တာဟိန်းလတ်ဝင်း
၁၂/ဒလန (နိုင်) ဝဂ၅၉၆၉

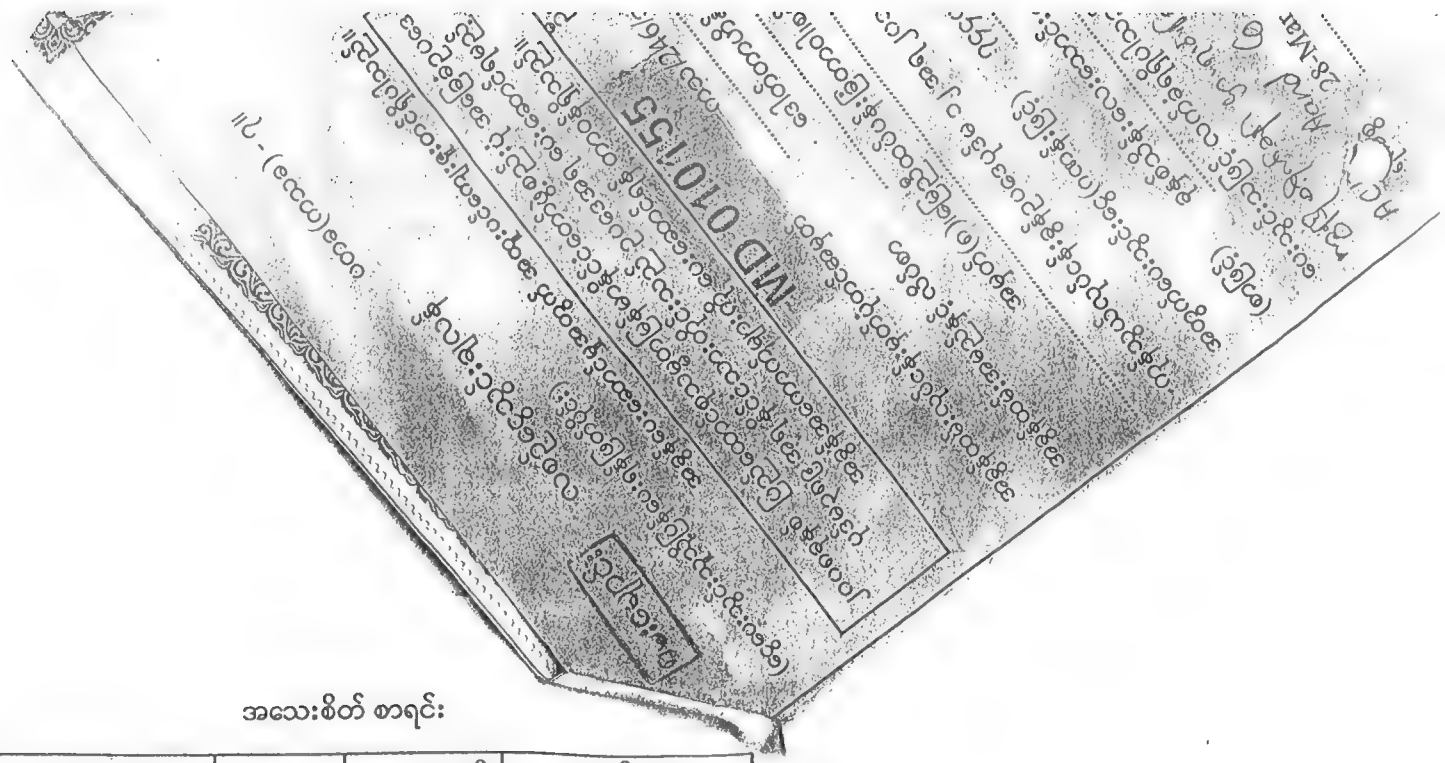
အသိသက်သေများ

အငှားယူသူများ
ဦးအောင်ချစ်ခင်
ACK AND Co.,Ltd

Kyu Thu Phyo

J

Win Phyo Aung



အသေးစိတ် စာရင်း

တံဆိပ်ခေါင်း အမျိုးအစား	နှုန်း	အရေအတွက်		သင့်ငွေ	
		ရွက်	လုံး	ကျပ်	ငြား
အထူးကပ်(Lပါ)	၅၀၀၀၀		၁	၅၀၀၀၀	
	၅၀၀၀		၄	၂၀၀၀၀	
	၂၀၀၀		၂	၄၀၀၀	
	၅၀၀		၁	၅၀၀	
စုစုပေါင်းပေးသွင်းငွေ				၇၄၅၀၀	

Dr. Hlaing Aung Mye

အက်(စ်)အမှတ်(ဂျ)အိုင်ဒီအိုင် (ဂျ)အိုင်ဒီအိုင်
No : 6073015:37:03 3
No : MD018155 GEN
No : (358)
Open Amt K: 2745097546.00
No : 74500.00
No : 27451721146.00
တံဆိပ်ခေါင်းရုံးအမှတ် MD-010155

သို့

မန်နေဂျာ ဘဏ်နှင့်မြို့။
မြန်မာစီးပွားရေးဘဏ်(ကြည့်မြင်တိုင်)
ငွေတိုက်ခွဲအရာရှိ ကြည့်မြင်တိုင် မြို့။

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်
ACK And Co Service Co.,Ltd က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)
၁၂/မရက(နိုင်)၁၁၁၈၁၃
ခုနှစ်သောင်းလေးထောင်ငါးရာ ကျပ်တိတိ
ငွေပေါင်း(ဂဏန်းဖြင့်) ၇၄၅၀၀/-
လက်ခံပါမည့်အကြောင်း။

မီးရောင်: မြို့။
28/03/2018 နေ့စွဲ။ ပေးသွင်းသူ၏တံဆိပ်ခေါင်းထုတ်ပေးသည့်
လက်မှတ် ပြည်သူ့ဝန်ထမ်း၏လက်မှတ်

ပေးသွင်းငွေကို လက်ခံရရှိပါသည်။

မြို့။ မန်နေဂျာ ဘဏ်နှင့်မြို့။
နေ့စွဲ။ ငွေတိုက်ခွဲအရာရှိ မြို့။

[ကျောဘက်သို့ကြည့်ပါ]။

ပတခ(ကသခ) - ၇။

ဥပဒေချုပ်ချယ်

လစဉ်ငွေသွင်းချလန်

(ငွေပေးသွင်းသူသို့ပြန်ပေးရန်ဖြတ်ပိုင်း)

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

၂၀၁၈ခုနှစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေ ပုဒ်မ၃၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့် အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

MD 010155

ဦးမင်းဇော်

အခွန်ထမ်းလုပ်ငန်းမှတ်ပုံတင်အမှတ်

ကသ/246/အခြားရုံး

အခွန်ထမ်းအမည်နှင့် လိပ်စာ

ဒေါက်တာဟိန်းလတ်ဝင်း

အမှတ်(၈)မြေညီထပ်ပန်းခြံတာဝါစမ်းချောင်း

ကုန်သွယ်လုပ်ငန်းခွန်ဥပဒေပုဒ်မ ၁၂ အရ ၂၀၁၈-၂၀၁၉ ခုနှစ် မတ် လ၊

အတွက်ပေးသွင်းငွေ(ဂဏန်းဖြင့်) ၇၄၄၀၀၀

(စာဖြင့်) ခုနှစ်သိန်းလေးသောင်းလေးထောင် ကျပ်

ပေးသွင်းသဖြင့် လက်ခံရရှိပါသည်။

ACI And Co Services Co. Ltd.
28-Mar-2018

၃၅၇

ဘဏ်မန်နေဂျာ

[Handwritten signature]

ဘဏ်တံဆိပ်

အခွန်ဆောင်ထားနိုင်ငံသား
လေးစားသမှုတို့ဂုဏ်ပြု

03/28/2018 Kyimyindine
Rec No : 60729 15:36:51 3
A/c No : MD010155 GEN
Ch. No : (357)
Open Amt K: 2744353546.00
[SF]-CRCH K: 744000.00
Close Bal K: 2745097546.00

Dr မိုးလင်းစံး

အခွန်တံဆိပ်ခေါင်း
REVENUE STAMP

၃၀၀ ကျပ်

ခရိုင်လွှာ၊ ပန်းခြံတာဝါ

K 300

Room
(602)

"အမှတ် (602)၊ (၆)လွှာ၊ ပန်းခြံတာဝါ၊ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်"

၂၀၁၈ ခုနှစ် ၊ ဇွန်လ (၉) ရက်နေ့တွင် အငှားချထားသူ (အိမ်ရှင်) နှင့် ငှားရမ်းသူ (အိမ်ငှား) တို့သည် အမှတ် (၆၀၂) ၊ (၆) လွှာ၊ ပန်းခြံတာဝါ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ် ကိုပြုလုပ်ချုပ်ဆိုကြသည်မှာ -

အငှားချထားသူ။ ဦးဘုန်းဆွေ ၊ ၇/အတန (နိုင်) ၀၀၄၈၂၂ ၊ အမှတ် (၁၃၆) သုမင်္ဂလာအိမ်ရာ သက်န်းကျွန်း

ငှားရမ်းသူ။ ။အေစီကောနှင့်ကို ပန်ဆောင်မှု ကုမ္ပဏီလီမိတက်၏ ကိုယ်စား ဦးအောင်ချစ်စင် (အုပ်ချုပ်မှုဒါရိုက်တာ) ၁၂/မရက (နိုင်) ၁၁၁၈၁၃ (နောင်တွင် အိမ်ငှား ဟုရည်ညွှန်းမည်) ၊ အမှတ် (၈) မြေညီထပ်၊ ပန်းခြံတာဝါ၊ မြေနီတုန်း၊ စမ်းချောင်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။

အထက်ဖော်ပြပါပိုင်ရှင် ဗိုင်းဆိုင်သော အမှတ် (၆၀၂) ၊ (၆) လွှာ၊ ပန်းခြံတာဝါ ၊ စမ်းချောင်းမြို့နယ် ရှိတိုက်ခန်းကို တစ်လလျှင် ငွေကျပ် (၈၅၀၀၀၀) ရှစ်သိန်းငါးသောင်းကျပ် ဖြင့် (၃.၆.၂၀၁၈ မှ ၂.၆.၂၀၁၉ အထိ) တစ်နှစ်စာအတွက် ငွေကျပ် (၁၀၂) သိန်း ဖြင့် စာချုပ်ချုပ်ဆို ငှားရမ်းရန် သဘောတူပါသည်။

စာချုပ်ချုပ်ဆိုသည့် (၉.၆.၂၀၁၈) ရက်နေ့တွင် တစ်နှစ်စာငှားရမ်းခငွေကို အငှားချထားသူ (အိမ်ရှင်) တံသို့အပြေအကြေးပေးအပ်ပါသည်။

ဆက်လက်ငှားရမ်းလိုပါက တစ်လကြိုတင်အကြောင်းကြားရန်။

ငှားရမ်းသည့်ကာလပြည့်ပြီး နှစ်ဦးနှစ်ဖက်မှ ဆက်လက်ငှားရမ်းခြင်းမပြုလိုပါက ဖုန်းအခွန်ခ၊ မိတာခွန်၊ တိုက်ခန်းသေ့၊ အခွန်အခအရပ်ရပ်ကို Notice ပေးသည့်နေ့တွင် အိမ်ငှားမှကြိုတင် Deposit ပေးရန်။

ငှားရမ်းစဉ်ကာလအတွင်း ကျသင့်သော ရေခွန်၊ မီးခွန်၊ စည်ပင်ခွန်၊ မိတာခများကို ငှားရမ်းသူမှသာပေးဆောင်ရန်။

ဝင်ငွေခွန်ဥပဒေနှင့် အညီ တိုက်ခန်းငှားရမ်းမှုနှင့် ဆက်စပ်သည့် အခွန်အရပ်ရပ်ကို အငှားချထားသူ (အိမ်ရှင်) မှ ကျခံရှင်းလင်းဆောင်ရွက်ရန်။

06/12/2018 Kyimyindine
Rec No. တံဆိပ်ခေါင်းခွန် ငွေလွှဲချလန်

Ch₁₆NQ : (315)

Ch. No. : (315)
 လွှဲစာရင်းစဉ် : ၁၁-၂၅၇၄၄၄၇၃၂ (၁)
 MD-010155

[SF]-CRCH K: \$1000.00

Close Bal K: 1494750742.00

သို့

မန်နေဂျာ

ဘဏ်နှင့်မြို့။

မြန်မာ့စီးပွားရေးဘဏ် (ကြည့်မြင်တိုင်)

ငွေတိုက်ခွဲအရာရှိ

ကြည့်မြင်တိုင်

66.11

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်

ဦးအောင်ချစ်ခင်

က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)

၁၂/မရက(နိုင်)ဘာစာရ

ငါးသောင်းတစ်ထောင် ကျပ်တိတိ

ငွေပေါင်း(ဂဏန်းဖြင့်)

9000/-

ကိုလှိုင်ခံပါမည့်အကြောင်း။

စမ်းချောင်း

61

12/06/2018

தே.ஜி||

ပေးသွင်းသူ၏ တစ်ပိရခေါင်းထုတ်ပေးသည့်
လက်မှတ် ပြုပြင်ညွှန်ထမ်း၏ လက်မှတ်

လက်မှတ်ဖြည့်သွင်းရန်ထမ်း၏လက်မှတ်

ပေးသွင်းငွေကိုလက်ခံရရှိပါသည်။

မန်ကန် ၁၇၈၂ ခု၊ ဇူလိုင်လ ၁၅ ရက်

ငွေတိုက်ခံရမှုဒုက္ခသည်များ

மனம்

923

အသေးစိတ် စာရင်း

တံဆိပ်ခေါင်း အမျိုးအစား	နှုန်း	အရေအတွက်		သင့်ငွေ	
		ရွက်	လုံး	ကျပ်	ငွေ
စုစုပေါင်းပေးသွင်းငွေ					

စမ်းချောင်း

(အခွန်ပေးသွင်းသူသို့ပြန်ပေးရန်ဖြတ်ပိုင်း)

ဦးမင်းဇော်

874/WT(အခြား)/အခြားရုံး

ဦးဘုန်းဆွေ

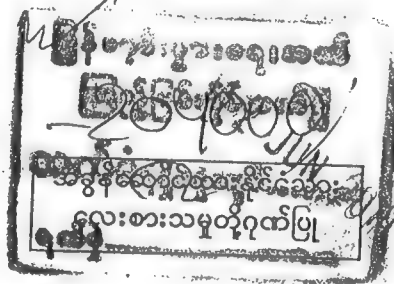
109000

ရက်စွဲ။ 12/Jun/2018

316

ဘဏ်မန်နေဂျာ

ဘဏ်တံဆိပ်





"အခန်းအမှတ် (1002) ၊ ပန်းခြံတာဝါ၊ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်"

၂၀၁၈ ခုနှစ် ၊ ဇွန်လ (၂၉) ရက်နေ့တွင် အငှားချထားသူ (အိမ်ရှင်) နှင့် ငှားရမ်းသူ (အိမ်ငှား) တို့သည် အခန်းအမှတ် (1002) ၊ ပန်းခြံတာဝါ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ် ကို ပြုလုပ်ချုပ်ဆိုကြသည်မှာ

အငှားချထားသူ။

။ ဒေါ်နိုင်နိုင်ဦး (၁၂/ရကန(နိုင်)၀၂၀၆၆၉)

အမှတ်(၂) ဆေးရုံလမ်း၊ ပြည်သာယာ၊ ရန်ကင်းမြို့နယ်၊ ရန်ကုန်။

ငှားရမ်းသူ ။ ။ အေစီကေနှင့်ကို ဝန်ဆောင်မှု ကုမ္ပဏီလီမိတက်၏ ကိုယ်စား ဦးအောင်ချစ်ဝင်း (အုပ်ချုပ်မှုဒါရိုက်တာ) ၁၂/မရက (နိုင်) ၁၁၁၈၁၃ (နောင်တွင် အိမ်ငှား ဟုရည်ညွှန်းမည်) ၊ အမှတ် (၈) မြေညီထပ်၊ ပန်းခြံတာဝါ၊ မြေနီကုန်း၊ စမ်းချောင်းမြို့နယ်။ ရန်ကုန်တိုင်းဒေသကြီး။

အထက်ဖော်ပြပါပိုင်ရှင် ပိုင်ဆိုင်သော အခန်းအမှတ် (1002) ၊ ပန်းခြံတာဝါ ၊ စမ်းချောင်းမြို့နယ် ရှိတိုက်ခန်းကို တစ်လလျှင် ငွေကျပ် (၇၅၀,၀၀၀/-) ခုနှစ်သိန်းငါးသောင်းကျပ် ဖြင့် (၁၅.၇.၂၀၁၈ မှ ၁၄.၇.၂၀၁၉ အထိ) တစ်နှစ်စာအတွက် ငွေကျပ် (၉,၀၀၀,၀၀၀/-) သိန်းကိုးဆယ်ကျပ်မိလီ ဖြင့် စာချုပ်ချုပ်ဆို ငှားရမ်းရန် သဘောတူပါသည်။

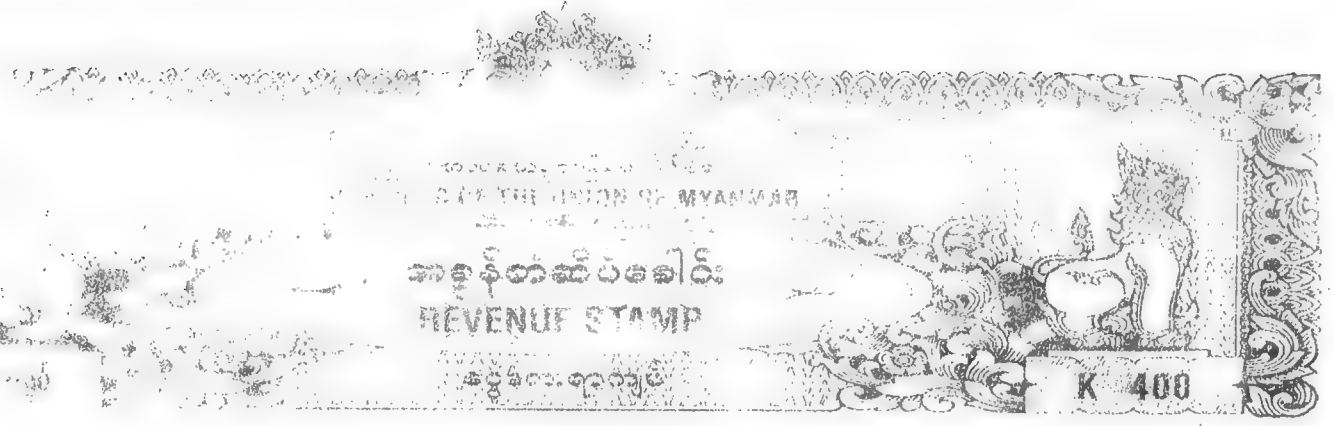
စာချုပ်ချုပ်ဆိုသည့် (၂၉.၆.၂၀၁၈) ရက်နေ့တွင် တစ်နှစ်စာငှားရမ်းခငွေကို အငှားချထားသူ (အိမ်ရှင်) ကသို့အပြေအကြေးပေးအပ်ပါသည်။

ငှားရမ်းသည့်ကာလပြည့်ပြီး နှစ်ဦးနှစ်ဖက်မှ ဆက်လက်ငှားရမ်းခြင်းမပြုလိုပါက ဖုန်းအခွန်ခ၊ မိတာခွန်၊ တိုက်ခန်းသော့၊ အခွန်အခအရပ်ရပ်ကို Notice ပေးသည့်နေ့တွင် အိမ်ငှားမှကြိုတင် Deposit ပေးရန်။

ငှားရမ်းစဉ်ကာလအတွင်း ကျသင့်သော ရေခွန်၊ မီးခွန်၊ စည်ပင်ခွန်၊ မိတာခများကို ငှားရမ်းသူမှသာပေးဆောင်ရန်။

ဝင်ငွေခွန်ဥပဒေနှင့် အညီ တိုက်ခန်းငှားရမ်းမှုနှင့် ဆက်စပ်သည့် ကြိုတင်ဝင်ငွေခွန် ၂% (၁၈၀,၀၀၀/-) ကို အငှားချထားသူ (အိမ်ရှင်) မှ ကျခံရှင်းလင်းဆောင်ရွက်ရန်။

အထက်စာချုပ်ပါ စကားရပ်များကို နှစ်ဦးနှစ်ဖက် ဖတ်ရှုသိရှိနားလည်သဘောပေါက်ကြပြီးနောက် လက်မှတ်ရေးထိုးပြုလုပ်ချုပ်ဆို ကြပါသည်။



အငှားချထားသူ (အိမ်ရှင်)

ငှားရမ်းသူ (အိမ်ငှား)

၁။ အမည်

အောင်စိုးစိုး

၂။ အမည်

အောင်ကျော်ဌေး

မှတ်ပုံတင်အမှတ်

၁၂/၇၈၂ (၉၆)

မှတ်ပုံတင်အမှတ်

၄/၈၈၃ (၉၆) ၀၇.၂.၈၃၈

ဦးစီးရန်

၁၂/၈၈၂ (၉၆) (က.မ)

၀၈၃၃၀

အသိသက်သေ

အသိသက်သေ

၁။ အမည်

.....

၂။ အမည်

ဝေဖြူစောင့်

မှတ်ပုံတင်အမှတ်

.....

မှတ်ပုံတင်အမှတ်

က.၂၀၈၈.က.၄၅၁၁၈၆၇၅

တိုးအက် (၆) အမှတ် (၅)
07/04/2018 Kyimyindine

REC. NO.

3/17 No

Ch. No

Open Ad

ବେଢ଼ିଆମାନଙ୍କର ଶ୍ରମ

Close F

kyimindine

: 58533151:20

:04000621C:89

: (44)

K: 42864966.00

Σ: 4.5000.00

K: 42909966.00

MD 010155

သို့

မန်နေဂျာ

ဘဏ်နှင့်မြို့။

မြန်မာ့စီးပွားရေးဘဏ် (ကြည့်မြင်တိုင်)

ငွေတိုက်ခွဲအရာရှိ

ကြည့်မြင်တိုင်

66

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်

အေစီနောနှင့်ကို

က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)

ဝန်ဆောင်မှုကုမ္ပဏီလီမိတက်

လေးသောင်းငါးထောင် ကျပ်တိတိ

ငွေပေါ် (ဂဏန်းဖြင့်)

၄၅၀၀၀/-

ကိုလယ်ပါမည့်အကြောင်း။

44

(၆၀၇၆၆)

စမ်းချောင်း

6.

04/07/2018

தே. ௦௮

လေးသွင်းချိန်၊ စာအုပ်ခေါင်းထုတ်ပေးသည့်
လက်မှတ် ပြုခွင့်သွက်ထမ်း၏ လက်မှတ်

ပေးသွင်းစေ့ကိုလက်ခံရရှိပါသည်။



செக்கெய்

45000

॥ श्रीगणेशाय नमः ॥

၆၆၅

မွေ့တိုက်ခွဲအရာရှိ

...

[ကျောက်သုံးကြည့်ဝါ]။

4-7-18

[illegible]

နှစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေပုဒ်မ ၃
၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့်
အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

ပတစ်(၀၀)၁၈။ ဆပ်၊ ညောင်

(အခွန်ပေးသွင်းသူသို့ပြန်ပေးရန်ဖြတ်ပိုင်း)

MD-010155

27.

ဒေါ်နွေယမင်းစိုး

အခွန်ထမ်းမှတ်ပုံတင်စာရင်းအမှတ် 895/WT(အခြား)/အခြားရုံး

အခွန်ထမ်းအမည်နှင့် လိပ်စာ ဒေါ်နိုင်နိုင်ဦး(တိုက်ခန်းငှားရမ်းခြင်း)

၂၊ဆေးရုံလမ်း၊ပြည်သာယာ၊ရန်ကင်း၊ (ငှား-၁၀၀၂၊ပန်းခြံတာဝါစမ်းချောင်း)

ဝင်ငွေခွန် ဥပဒေပုဒ်မ ၁၆(က) အရ ကြိုတင်ပေးငွေ

သင့်ငွေ(ဂဏန်းဖြင့်) ၁၈၀၀၀၀

(စာဖြင့်) တစ်သိန်းရှစ်သောင်း ကျပ်

ပေးသဖြင့် လက်ခံရရှိပါသည်။

ဒေါ်နွေယမင်းစိုး 43

ရက်စွဲ။ 04-Jul-2018

ဘဏ်မန်နေဂျာ



အခွန်ဆောင်ထားနိုင်ငံသား
လေးစားသမှုတိုက်ရိုက်ပြု

225,000

07/04/2018 Kyimyindine
Ref No. : 58632 11:26:52
A/c No : MD010155 GEN
Ch. No : (43)
Open Amt K:42684966.00
[SF]-CRCH K:180000.00
Close Bal K:42864966.00

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်
REPUBLIC OF THE UNION OF MYANMAR

အခွန်တံဆိပ်ခေါင်း
REVENUE STAMP

ခေတ္တသုံးရောင်းခွင့်

K 300

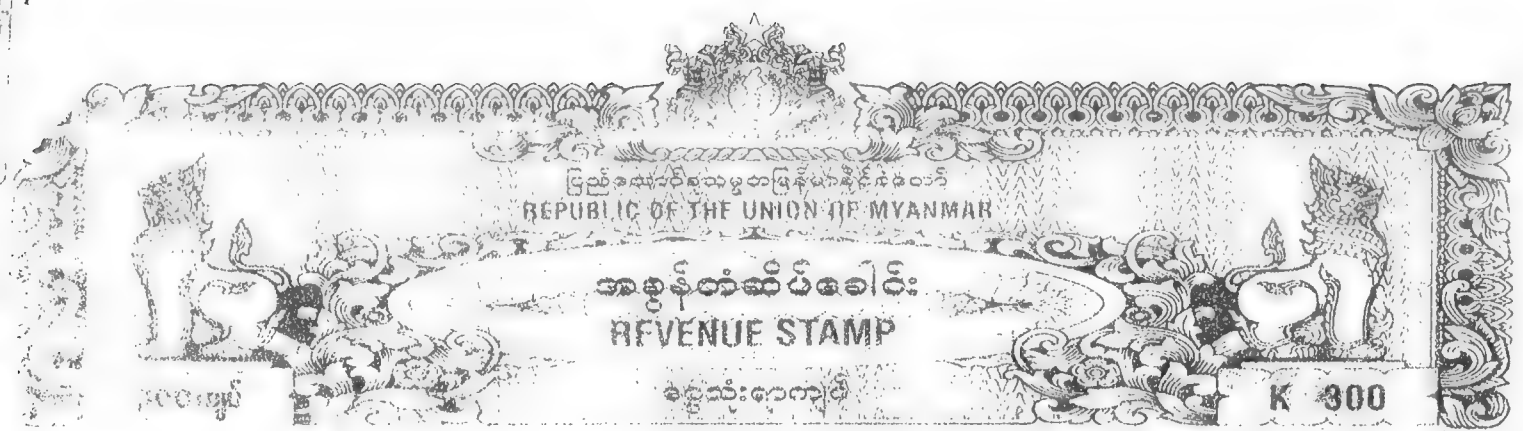
Room
10052

"အမှတ် (၁၀၀၅)၊ ၁၀လွှာ၊ ပန်းခြံတာဝါတိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်"

၂၀၁၈ ခုနှစ်၊ မေလ (၈) ရက်နေ့တွင် အငှားချထားသူ (အိမ်ရှင်)နှင့် ငှားရမ်းသူ (အိမ်ငှား) တို့သည် ဤ "အမှတ်(၁၀၀၅)၊ ၁၀လွှာ၊ ပန်းခြံတာဝါ တိုက်ခန်းငှားရမ်းခြင်းကတိစာချုပ်" ကို ပြုလုပ် ချုပ်ဆိုကြသည်မှာ-

အငှားချထားသူ။ ။ ဗိုလ်မှူးချုပ်သိန်းနိုင်၏ကိုယ်စားလှယ် ဗိုလ်မှူးအောင်ကျော်ဦး(လေ-၂၃၂၆) မင်္ဂလာဒုံလေတပ်စခန်းဌာနချုပ်။ (နောင်တွင် "အိမ်ရှင်"ဟု ရည်ညွှန်းမည်)

ငှားရမ်းသူ ။ ။ အေစီကောနှင့်ကို ဝန်ဆောင်မှုကုမ္ပဏီလီမိတက်၏ ကိုယ်စား ဦးအောင်ချစ်ခင် (၁၂/မရက(နိုင်) ၁၁၁၈၁၃) အုပ်ချုပ်မှုဒါရိုက်တာ)(နောင်တွင် "အိမ်ငှား"ဟု ရည်ညွှန်းမည်) (အထက်အမည်ပါ အမှတ်(၁၀၀၅)၊ ၁၀လွှာ၊ ပန်းခြံတာဝါ၊ မြေနီကုန်း၊ စမ်းချောင်းမြို့နယ် တိုက်ခန်းအငှားချထားသူ (အိမ်ရှင်) နှင့် အမှတ်(၈)၊မြေညီထပ်၊ပန်းခြံတာဝါတိုက်ခန်းငှားရမ်းသူ (အိမ်ငှား)တို့ဟုဆိုရာတွင် အထက်အမည်ပါ ပုဂ္ဂိုလ်များ၊ ကိုယ်တိုင်အပါအဝင် ၎င်းတို့ အသီးသီး၏ အမွေစား၊ အမွေခံများ၊ အမွေဆက်ဆံခွင့်ရှိသူများ၊ အကျိုးခံစားခွင့်ရှိသူများ၊ ဆိုင်ရာဆိုင်ခွင့်ရှိသူများ နှင့် လွှဲအပ်အကျိုးပင်ကြပါသည်။



၁။ ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ ဗားဂရားလမ်းနှင့် ဓမ္မစေတီလမ်းထောင့်၊ အမှတ်(၁၀၀၅)၊ ၁၀လွှာ၊ ပန်းခြံတာဝါတိုက်ခန်းရှိ Hall Type အခန်းလွှတ်တိုက်ခန်းနှင့် ဆက်စပ် ပတ်သက်လျက် ရှိသည့်အကျိုးခံစားခွင့် အရပ်ရပ်တို့ကို (၁.၅.၂၀၁၈) ရက်နေ့မှ (၃၀.၆.၂၀၁၉) နေ့အထိ (၁)နှစ်တိတိကို ငှားရမ်းခငွေ ကျပ်၁၀,၀၀၀,၀၀၀/- (စာဖြင့်-ကျပ်သိန်းတစ်ရာတိတိ)ဖြင့် စာချုပ်ချုပ်ဆို ငှားရမ်းကြရန် သဘောတူကြပါသည်။

၂။ ဤစာချုပ်ဆိုပြီးသည့်နောက်တွင် အထက်အမည်ပါ အမှတ်(၁၀၀၅)၊ ၁၀လွှာ၊ ပန်းခြံတာဝါ တိုက်ခန်းငှားရမ်းသူက အထက်စာရင်းပါ ပစ္စည်းများ၏ တစ်နှစ်စာ ငှားရမ်းခငွေ ကျပ်၁၀,၀၀၀,၀၀၀/- (စာဖြင့်-ကျပ်သိန်းတစ်ရာတိတိ) ကို အငှားချထားသူ(အိမ်ရှင်)ထံသို့ ၈ . ၅ . ၂၀၁၈နေ့တွင် အပြေအကြေ ပေးအပ်ပါသည်။

၃။ ငှားရမ်းမှုဆိုင်ရာစည်းကမ်းချက်များ

(က) ဆက်လက်ငှားရမ်းလိုပါက တစ်လကြိုတင် အကြောင်းကြားရန်။

(ခ) ငှားရမ်းသည့်ကာလပြည့်ပြီး နှစ်ဦးနှစ်ဖက်မှ ဆက်လက်ငှားရမ်းခြင်း မပြုလုပ်လိုပါက ဖုန်းအခွန်အခ၊ မိတာအခွန်အခ၊ တိုက်ခန်းသေချာအခွန်အခအရပ်ရပ်ကို Notice ပေးသည့်နေ့တွင် အိမ်ငှားမှ ကြိုတင် Deposit ပေးရန်။

(ဂ) ဆက်လက်မငှားရမ်းလိုလျှင်ဖြစ်စေ၊ ငှားရမ်းချိန်စေ့ရောက်လျှင်ဖြစ်စေ၊ တိုက်ခန်းအား ယခုငှားရမ်းသည့် မူလအနေအထားအတိုင်း အေးချမ်းကြည်သာစွာ ပြန်လည် ပေးအပ်ရန်။

(ဃ) ငှားရမ်းသည့်ကာလအတွင်းလုပ်ငန်းဆောင်ရွက်အသုံးပြုသည့် လျှပ်စစ်မီတာခွန်၊ တယ်လီဖုန်းခွန်၊ လုပ်ငန်းကုန်သွယ်ခွန်၊ လုပ်ငန်းအမြတ်ခွန်တို့သည် ငှားရမ်းသူမှ မိမိစရိတ်ဖြင့် ကျခံသုံးစွဲရန်။

၂၀၀၈ခုနှစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ
အခြေခံဥပဒေပုဒ်မ ၃၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ
ပေးဆောင်ရမည့်
အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။
MD 010155

ပတ်စ(၀၀)၁၈။
(အခွန်ပေးသွင်းသူသို့ပြန်ပေးရန်ဖြတ်ပိုင်း)
ဦးမင်းဇော်

အခွန်ထမ်းမှတ်ပုံတင်စာရင်းအမှတ် 833/WT(အခြား)/အခြားရုံး
အခွန်ထမ်းအမည်နှင့် လိပ်စာ ဗိုလ်မှူးချုပ်သိန်းနိုင်
အမှတ်(၁၀၀၅)၁၀လွှာ၊ဗားဂရာလမ်းနှင့်ဓမ္မစေတီလမ်းထောင့်၊စမ်းချောင်း
၀၀၂၃၈ နယ်၊ ဥပဒေပုဒ်မ ၁၆(က) အရ ကြိုတင်ပေးငွေ
သင့်ငွေ(ဂဏန်းဖြင့်) ၂၀၀၀၀၀
(စာဖြင့်) နှစ်သိန်း ကျပ်
ပေး ပေးသဖြင့် လက်ခံရရှိပါသည်။

11 MAY 2018

ရက်စွဲ။ 10/May/2018

ပြန်ပေးရန်အတွက်
ပြန်ပေးရန်အတွက်
လက်မှတ် ၂၀၀၀၀၀
လက်မှတ်ရရှိရန်အတွက်

ဘဏ်တံဆိပ်

အခွန်ဆောင်ထားနိုင်ငံသား
လေးစားသမှုတို့ဂုဏ်ပြု

[illegible]

ဒို့. ဝိန်းရှင်

Room (1005)

စမ်းချောင်း

လစဉ်ငွေသွင်းချလန်

ပတခ(ကသခ) - ၇။

ငွေပေးသွင်းသူသို့ပြန်ပေးရန်ဖြတ်ပိုင်း)

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

၂၀၀၈ခုနှစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေ ပုဒ်မ၃၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့် အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

MD 010155

ဦးမင်းဇော်

အခွန်ထမ်းလုပ်ငန်းမှတ်ပုံတင်အမှတ်

ကသ/256/အခြားရုံး

အခွန်ထမ်းအမည်နှင့် လိပ်စာ

ဗိုလ်မှူးချုပ်သိန်းနိုင်

အမှတ်(၁၀၀၅)၊ ၁၀လွှာ၊ ဗားဂရာလမ်းနှင့်ဓမ္မစေတီလမ်းထောင့်၊ စမ်းချောင်း

ကုန်သွယ်လုပ်ငန်းခွန်ဥပဒေပုဒ်မ ၁၂ အရ ၂၀၁၉-၂၀၂၀ ခုနှစ် မေ လ၊

အတွက်ပေးသွင်းငွေ(ဂဏန်းဖြင့်) ၅၀၀၀၀၀

(စာဖြင့်) ငါးသိန်း ကျပ်

ပေးသွင်းသဖြင့် လက်ခံရရှိပါသည်။

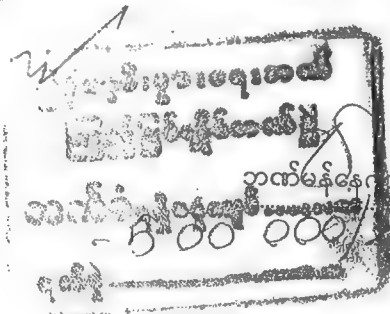
အောက်ဖော်ပြပါအတိုင်း ဝန်ဆောင်မှုပြုလုပ်ပါမည်။

()

10/May/2018

10 MAY 2018

၁၁၃



သက်တံဆိပ်

အခွန်ဆောင်ထားနိုင်ငံသား
လေးစားသမှုတို့ဂုဏ်ပြု

05/10/2018 Kyimyindine
Rec No. : 54307 13:16:08
A/c No : MD010155 GEN
Ch. No : (113)
Open Amt K:691232118.00
[SF]-CRCH K:500000.00
Close Bal K:691732118.00

အမှတ် (၅)
05/10/2018 Kyimyindine

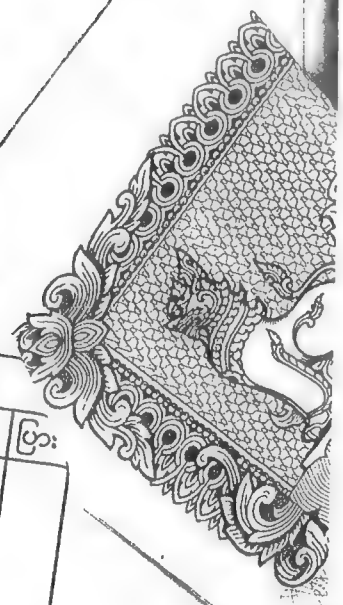
Rec No. : 54307 13:16:08
A/c No : MD010155 GEN
Ch. No : (113)

ဖွင့်ချက်: ချေးငွေ
[SF]-CRCH K:500000.00
Close Bal K:691232118.00

သို့ မန်နေဂျာ
မွတ်တပ်ခွဲ

၉၀၄-၇၆
Room (1005)

[ကျောက်သို့ကြည့်ပါ]။



အသေးစိတ် စာရင်း

တံဆိပ်ခေါင်း အမျိုးအစား	နှုန်း	အရေအတွက်		သင့်ငွေ	
		ရွက်	လုံး	ကျပ်	ပြား
အထူးကပ်(Lမပါ)	၅၀၀၀၀		၁	၅၀၀၀၀	
စုစုပေါင်းပေးသွင်းငွေ			၅၀၀၀၀		

ဦးသိန်းလှိုင်
Room(1၀၀၅)

သမ္မတမြန်မာနိုင်ငံတော်
REVENUE STAMP

K 200

“ နှစ်ဦးသဘောတူ တိုက်ခန်း (နှစ်) ချုပ်ပြင် ငှားရမ်းခြင်း ကတိစာချုပ် ”

ရက်စွဲ၊ ၂၀၁၈ ခုနှစ်၊ ဇူလိုင်လ (၂၁) ရက်

တိုက်ခန်းပိုင်ရှင် ။ အမည် ဒေါ်အိန်ဂွေ (မှတ်ပုံတင် ၁၂/သယက(နိုင်) ၈၃၄/၈၀)
လိပ်စာ ၉၃/၉ (က)၊ သံဃာလမ်း၊ ကမာရွတ်ကြီးနယ်။

တိုက်ခန်းငှားယူသူ ။ အမည် ဦးအောင်ချစ်ခင် (မှတ်ပုံတင် ၁၂/မရက(နိုင်) ၁၁၁၅၁၃)
လိပ်စာ ၁၁၅၂၊ ပန်ခြံတော၊ အင်းဝလမ်း၊ စမ်းချောင်း။

၁။ အထက်ဖော်ပြပါ ပိုင်ရှင်ပိုင်ဆိုင်သော စစ်ချောင်း၊ မြို့နယ်၊ ရွှေ/ကောင်း ရပ်ကွက်၊ အင်းဝလမ်း၊ အမှတ် ၈၊ ပန်ခြံတော (၉၃၃) တည်ရှိသော တိုက်ခန်းအား တစ်လလျှင် ငွေကျပ် ၅၅၀,၀၀၀/ (ကျပ် ခုနစ်သိန်း ငါးသောင်းကျပ်) တိတိနှုန်းဖြင့် (၀၁/၀၅/၂၀၁၈) နေ့မှ (၃၀/၀၄/၂၀၁၉) နေ့ အထိ (၁၂) လ ကာလအတွက် ကျသင့်ငွေပေါင်း ၁၂၂ သိန်း (ကျပ် တစ်ရာ နှစ်သိန်း) တိတိ) အား တိုက်ခန်းငှားမှ ပေးချေရာ တိုက်ခန်းပိုင်ရှင်မှကောင်းစွာလက်ခံရရှိကြောင်း ဝန်ခံပါသည်။

၂။ တိုက်ခန်းငှားရမ်းသည့် သက်တမ်းသည် (၀၁/၀၅/၁၈) နေ့မှ (၃၀/၀၄/၁၉) နေ့အထိ နှစ်ဦးနှစ်ဖက် သဘောတူညီကြပါသည်။

၃။ ငှားရမ်းစဉ်ကာလအတွင်း ကျသင့်သော ရေ/လျှပ်စစ်စီတာမနှင့် အခြားအခွန်အခများကို ငှားရမ်းသူကသာ ပေးဆောင်ရန် သဘောတူပါသည်။ စမ်းချောင်း၊ ပန်ခြံတော (၅) သိန်းကိုလည်း လက်ခံရရှိ ပါသည်။


၄။ ပိုင်ရှင်ကသော်လည်းကောင်း၊ ငှားရမ်းသူကသော်လည်းကောင်း၊ မငှားရမ်းလို/မနေလိုကြပါလျှင် တစ်ဦးကိုတစ်ဦး စာချုပ်မပြည့်မီ (၁) လ ကြိုတင်အကြောင်းကြားရမည်။

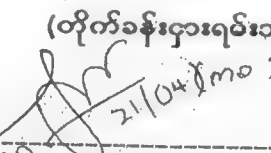
၅။ စာချုပ်သက်တမ်းပြည့်သော (၃၀/၀၄ / ၁၉) နေ့တွင် တိုက်ခန်းငှားရမ်းသူသည် တိုက်ခန်းအား မူလငှားရမ်းစဉ်က အခြေအနေအတိုင်း တိုက်ခန်းပိုင်ရှင်သို့ ပြန်လည်ပေးအပ်ရမည်။

၆။ တိုက်ခန်းငှားသူသည် တိုက်ခန်းအား တဆင့်လွှဲပြောင်းခြင်း၊ ငှားရမ်းခြင်း၊ ပေါ်နှံခြင်း၊ ပြင်ဆင်ခြင်းများ မပြုလုပ်ရန် သဘောတူပါသည်။

၇။ တိုက်ခန်းငှားသူမှ ဥပဒေနှင့်မညီညွတ်သော လုပ်ငန်းများ မလုပ်ကိုင်ရန်သဘောတူပါသည်။ အကယ်၍ လုပ်ကိုင်ခဲ့သော် ဖြစ်ပေါ်လာသော ကိစ္စအဝဝတို့သည် တိုက်ခန်းပိုင်ရှင်နှင့် လုံးဝပတ်သက်ခြင်း မရှိဘဲ တိုက်ခန်းငှားသူ၏ တာဝန်သာဖြစ်ကြောင်း သဘောတူပါသည်။

၈။ အထက်ပါ အချက်အလက်များကို နှစ်ဦးနှစ်ဖက် ဖတ်ရှုပြီး သဘောတူကျေနပ်ကြပါသဖြင့် အောက်ပါအသိသက်သေများရှေ့တွင် လက်မှတ်ရေးထိုးချုပ်ဆိုကြပါသည်။

(တိုက်ခန်းပိုင်ရှင်) 

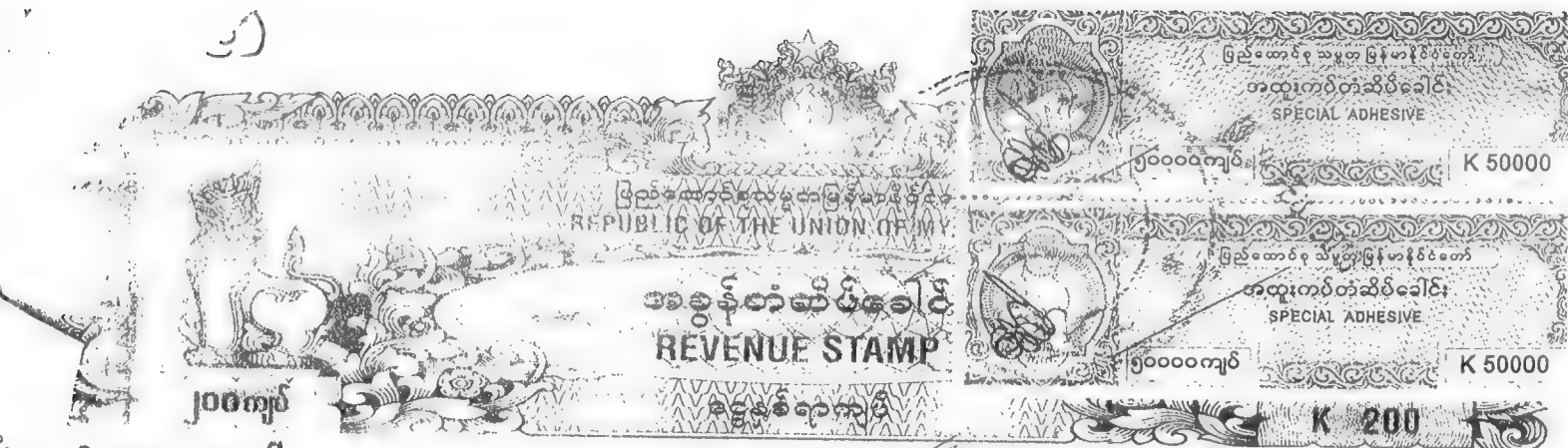
(တိုက်ခန်းငှားရမ်းသူ) 
ဦးအောင်ချစ်ခင်

ဒေါ်အိန်ဂွေ

အသိသက်သေများ

၁။ အမည် ဦးသန်းလွင်
မှတ်ပုံတင် ၁၂/မရက(နိုင်) ၈၈၄၇၇၉

၂။ အမည် Thaw
မှတ်ပုံတင် ၁၂/မရက(နိုင်) ၈၈၄၇၇၉



75 RUM 6 & 7

"အိမ်ရှင် /အိမ်ငှား (၁)နှစ် နှစ်ချုပ်စနစ်ဖြင့်ငှားရမ်းခြင်း ကတိစာချုပ်"

ဤစာချုပ်ကို ရန်ကုန်မြို့တွင် ၂၀၁၈ ခုနှစ်၊ ဖေဖော်ဝါရီလ (၂၆) ရက် နေ့တွင် အငှားချထားသူ (အိမ်ရှင်) နှင့် ငှားရမ်းသုံးစွဲသူ (အိမ်ငှား) မှ အောက်ဖော်ပြပါ စည်းကမ်းချက်များနှင့်အညီ နှစ်ဦးသဘောတူ ချုပ်ဆိုကြပါသည်။

အငှားချထားသူ (အိမ်ရှင်)။ ။ အမည်၊ ဒေါ်အိဟန်နီဌေး(နိုင်ငံသားစိစစ်ရေးကဒ်ပြားအမှတ်-၂/လကန(နိုင်) ၀၄၇၅၅၂) လိပ်စာအမှတ်-စိ/၇၊ ကမ္ဘာအေးစီလာအိမ်ရာ၊ (၈)မိုင်၊ မရမ်းကုန်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။

ငှားရမ်းသုံးစွဲသူ (အိမ်ငှား)။ ။ အမည်၊ ဦးအောင်ချစ်ခင် (နိုင်ငံသားစိစစ်ရေးကဒ်ပြားအမှတ် - ၁၂/မရက(နိုင်)၁၁၁၈၁၃) လိပ်စာအမှတ် - ၁၀၀၅၊ (၁၀)လွှာ၊ ပန်းခြံတဝါ၊ စမ်းချောင်းမြို့နယ်၊ ရန်ကုန်တိုင်းဒေသကြီး။
(ACK & CO SERVICE CO., LTD.)

ဤစာချုပ်တွင်အထက်ဖော်ပြပါ အငှားချထားသူ (အိမ်ရှင်) နှင့် ငှားရမ်းသုံးစွဲသူ (အိမ်ငှား) များဟုခေါ်ဆိုရာ၌ကို ကိုယ်တိုင်သာမက ၎င်းတို့၏ အမွေစားအမွေခံများ ကိုယ်စားလှယ်များ၊ တာဝန်လွှဲအပ်ခြင်းခံရသူများ၊ ပတ်သက် ဆက်နွယ်နေထိုင်သူများပါ ပါဝင်ပါသည်။

၁။ အထက်ဖော်ပြပါ အိမ်ရှင်ပိုင်ဆိုင်သော ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ မွေစေတီလမ်း၊ မြေနီကုန်း၊ အမှတ်(၈) ဟုခေါ်တွင်သည့် ပန်းခြံတဝါ၊ မြေညီထပ်အဆောက်အဦးအား ရုံးခန်း ဖွင့်လှစ်ရန် နှစ်ချုပ်စနစ်ဖြင့် (၂၆ . ၂ . ၂၀၁၈) နေ့မှ (၂၅ . ၂ . ၂၀၁၉) နေ့အထိ (၁)နှစ် တိတိကာလ အတွက် တစ်လလျှင်ငွေကျပ် - ၂,၁၀၀,၀၀၀/- (နှစ်ဆယ့်တစ်သိန်းတိတိ) ကျပ်နှုန်းဖြင့် အငှားချထားခြင်း ဖြစ်ပါသည်။

၂။ ဖော်ပြပါ (၂၆.၂.၂၀၁၈) နေ့မှ (၂၅ . ၂ . ၂၀၁၉) နေ့ထိ ငှားရမ်းကာလ (၁)နှစ် အတွက် စုစုပေါင်းကျပ် (၂၅,၂၀၀,၀၀၀/-) (ကျပ် နှစ်ရာဇိးဆယ့်နှစ်သိန်း တိတိ) အားငှားရမ်းသုံးစွဲသူ (အိမ်ငှား)မှ စာချုပ်ချုပ်ဆိုသည့် (၂၆ . ၂ . ၂၀၁၈)နေ့တွင် ငှားရမ်းသူထံမှ ကျပ် (၂၅,၂၀၀,၀၀၀/-) (ကျပ် သိန်းနှစ်ရာဇိးဆယ့် နှစ်သိန်းတိတိ) ကိုပေးချေပြီး အငှားချထားသူ (အိမ်ရှင်)မှ လည်း ကောင်းစွာလက်ခံရရှိပါသည်။

ဤစာချုပ်ဖြင့်ငှားရမ်းထားသည့် (၁)နှစ် ကာလအတွင်း မိမိဆန္ဒအလျောက် ဆက်လက်အသုံးပြုလိုလျှင် အနည်းဆုံး (၃)လ ကြိုတင် ဤအငှားချထားသူထံ အသိပေးအကြောင်း ကြားရပါမည်။ ထို့သို့ ငှားရမ်းနေထိုင်နေစဉ်ကာလအတွင်း ဆက်လက်မငှားရမ်းတော့ရန် သတ်မှတ်ထားသော ကာလအတိုင်း အကြောင်းကြားပါက အငှားချထားသူမှ ငှားရမ်းခကျန်ငွေကို အငှားချထားသူ၏ နှစ်နာကြေးအဖြစ် ငှားရမ်းခ (၁)လစာနှင့် ညီမျှသော ငွေကိုနှုတ်ပယ်ပြီးမှ ကျန်ငွေကို ပြန်ပေးပါမည်။ အကယ်၍ သတ်မှတ်ကာလအတိုင်း ကြိုတင်အကြောင်းကြားခြင်းမရှိပါက မည်သည့်ငွေမျှ ပြန်အမ်းမည်မဟုတ်ကြောင်း နှစ်ဦးနှစ်ဖက် သိရှိပြီးဖြစ်ပါသည်။

၃။ ငှားရမ်းထားသည့်တိုက်ခန်းအတွင်း နိုင်ငံတော်က ပြဌာန်းထားသည့်ဥပဒေများ၊ ဗည်းမျဉ်းစည်းကမ်းများ၊ ညွှန်ကြားချက်များနှင့်အညီ နေထိုင်အသုံးပြုရမည်ဖြစ်ပြီး မည်သူ့ကိုမျှ တဆင့်လွှဲပြောင်းနေထိုင်စေခြင်း၊ ငှားရမ်းခြင်း၊ ပေါင်နှံခြင်း၊ ပေးကမ်းခြင်း၊ ရောင်းချခြင်း အပါအဝင် တစ်နည်းနည်းဖြင့်စီမံခန့်ခွဲ လွှဲပြောင်း ခွင့်မရှိသည်ကို ငှားရမ်းသုံးစွဲသူများမှ သိရှိကြောင်း ဝန်ခံကတိပြုပါသည်။

၅။ ငှားရမ်းထားသည့် ကာလအတွင်း ငှားရမ်းသုံးစွဲသူ (အိမ်ငှား) များအပါအဝင်နှင့် ၎င်းနှင့်ဆက်နွယ်နေထိုင်သူ တဦးဦး၏ ဥပဒေနှင့် မညီသည့် ပြုလုပ်မှု၊ မီးပေါ်ဆွဲမှု၊ မီးလောင်ဆုံးရှုံးမှုအပါအဝင်ပေါ်ဆွဲမှု၊ ပျက်စီးမှု ၊ ငှားရမ်းထားသည့်တိုက်ခန်းကို ငှားရမ်းသုံးစွဲသူများ၏ စရိတ်ဖြင့် ငှားရမ်းစဉ်အခြေအနေ အတိုင်း ပြန်လည်ပြုပြင်ဆောင်ရွက်ပေးရန် သဘောတူပါသည်။

၆။ ဤစာချုပ်ပါ အိမ်ရှင်၊ အိမ်ငှား သဘောတူ စည်းကမ်းချက်များနှင့်အညီ ငှားရမ်းထားသည့်ကာလအတွင်း အိမ်ငှားနေထိုင် အသုံးပြုနေစဉ် အိမ်ရှင်မှ အေးချမ်းစွာ အသုံးပြုခွင့်ပေးရန် သဘောတူပါသည်။

၇။ ငှားရမ်းသည့် တိုက်ခန်းအတွင်း နေထိုင်သည့် ငှားရမ်းသုံးစွဲသူများသည် ဧည့်စာရင်းမှန်မှန်တိုင်ကြား နေထိုင်ရမည်ဖြစ်ပါသည်။



ဖော်ပြပါ အငှားချထားသည့်တိုက်ခန်းတွင် ငှားရမ်းအသုံးပြုနေစဉ်အတွင်း သဘာဝဘေးအန္တရာယ်ကြောင့် ဆက်လက်အသုံးပြုရန် မဖြစ်နိုင်ပါက အငှားယူသူမှ ဆက်လက် အသုံးပြု၍မရသည့် ကာလအတွက် ငှားရမ်းခငွေကို ပြန်လည်ပေးအပ်ရန် အငှားချထားသူမှ ဝန်ခံကတိပြုပါသည်။ အငှားယူသူ၏ ပေါ့ဆမှု၊ ပျက်ကွက်မှုကြောင့်ပေါ်ပေါက်လာသည့်ကိစ္စ ရပ်များမပါဝင်ပါ။

ငှားရမ်းခတွင် မည်သည့်အခွန်အခများမှမပါဝင်ပါ။ ငှားရမ်းနေစဉ်ကာလအတွင်း ကျသင့်သော မည်သည့်အခွန်အခများကို မဆို ငှားရမ်းသုံးစွဲသူမှသာ ပေးဆောင်ရမည် ဖြစ်ပါသည်။

ဤစာချုပ်ပါ အိမ်ငှားဘက်မှ လိုက်နာရမည့် စည်းကမ်းချက် တစ်ရပ်ရပ်ကို အိမ်ငှားဘက်မှ ဆောင်ရွက်ရန် ပျက်ကွက်လျှင် ဖြစ်စေ၊ စာချုပ်ပါ ငှားရမ်းကာလ စေ့ရောက်သည့်နေ့တွင် ဖြစ်စေ၊ အိမ်ငှားခြင်းအလိုအလျောက် ရပ်စဲပြီးဖြစ်သည်ဟု မှတ်ယူ ဤငှားရမ်းထားသည့် တိုက်ခန်းကို အိမ်ရှင် လက်ဝယ်သို့မူလအတိုင်းပြန်လည် ပေးအပ်ရမည့် အပြင် အိမ်ရှင် ဆုံးရှုံးနစ်နာမှု ကိစ္စအဝဝအတွက် ဥပဒေနှင့် အညီ အရေးယူဆောင်ရွက်ခြင်းခံရမည်ကို သိရှိပါကြောင်း အိမ်ငှားမှဝန်ခံပါသည်။

၁၁။ အထက်ပါအချက်အလက်နှင့် စည်းကမ်းချက်များကို နှစ်ဦးနှစ်ဘက်ဖတ်ရှုပြီး သဘောတူကျေနပ်ပါသဖြင့် အောက်ပါအသိသက်သေများ ရှေ့တွင် လက်မှတ်ရေးထိုးချုပ်ဆိုကြပါသည်။

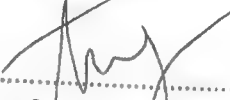
အငှားချထားသူ(အိမ်ရှင်)

Eihanmi

ဒေါ်အိဟန်နီဌေး

၂/လကန(နိုင်)၀၄၇၅၅၂

ငှားရမ်းသုံးစွဲသူ(အိမ်ငှား)


ဦးအောင်ချစ်ခင်

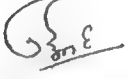
၁၂/မရက(နိုင်)၁၁၁၈၀၃

အသိသက်သေများ



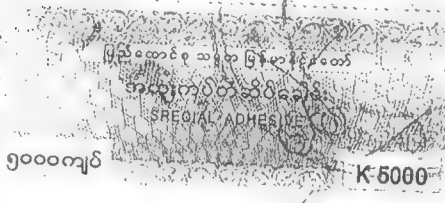
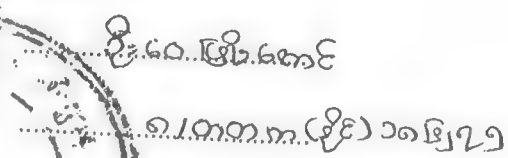
ဒေါ်စုစုဇော်

၁၂/လကန(နိုင်)၀၄၇၅၅၂



ဦးမေ၊ ဦးမောင်

၁၂/လကန(နိုင်)၁၁၁၈၀၃



(25,200,000 x 0.5%)

ပုဂံ-မြို့နယ်

(Room 6 & 7)

ပုံ၊ အက် (ဖိ) အမှတ် (၅) 02/19/2018 Kyimyindine

Rec No. 4175212:11:37 3

A/c No. တံဆိပ်ခေါင်းအမှတ်အသားအရ

Ch. No. : (32)

Open Amt. K:1113258131.00

ငွေစာရင်းခေါင်းစဉ် - CRU အမှတ် 126000 တံဆိပ်ခေါင်းရုံးအမှတ် MD-010155

Close Bal K:1113384131.00

စစ်ချောင်းပြန်

သို့

ဘဏ်နှင့်မြို့။

မန်နေဂျာ

မြန်မာစီးပွားရေးဘဏ်(ကြည့်မြင်တိုင်)

ငွေတိုက်ခွဲအရာရှိ

ကြည့်မြင်တိုင်

မြို့။

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်

ဦးအောင်ချစ်ခင်

က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)

၁၂/မရက(နိုင်)၁၁၁၈၁၃

တစ်သိန်းနှစ်သောင်းခြောက်ထောင် ကျပ်တိတိ

ငွေပေါင်း(ဂဏန်းဖြင့်)

၁၂၆၀၀၀/-

ကိုလက်ခံပါမည့်အကြောင်း။

စမ်းချောင်း

မြို့၊

19/02/2018

နေ့စွဲ။

ပေးသွင်းသူ၏တံဆိပ်ခေါင်းထုတ်ပေးသည့်
လက်မှတ် ပြည်သူ့ဝန်ထမ်း၏လက်မှတ်

ပေးသွင်းငွေကိုလက်ခံရရှိပါသည်။

မြို့၊

မန်နေဂျာ

126၀၀၀/-

ဘဏ်နှင့်မြို့။

နေ့စွဲ။

ငွေတိုက်ခွဲအရာရှိ

မြို့။

[ကျောဘက်သို့ကြည့်ပါ]။

နစ်ဦးသဘောတူ တိုက်ခန်း ဌာရမ်းခြင်း ကတိစာချုပ်

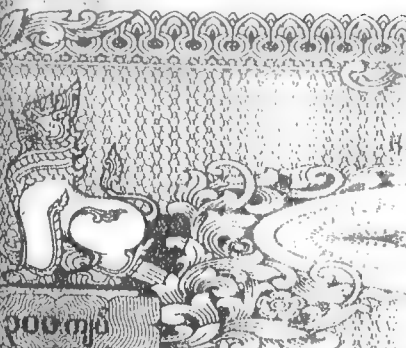
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ပိုင်ရှင် ။ ။ ဒေါ်အေးမြတ်မူ (၁၂/ရကန(နိုင်)၀၁၂၂၅၀)

ဌာရမ်းသူ ။ ။ ဦးအောင်ချစ်ခင် (၁၂/မရက(နိုင်)၁၁၁၈၁၃)

ရန်ကုန်မြို့

၂၀၁၈-ခုနှစ်၊ ဇန်နဝါရီလ၊ ( ၇ )ရက်



K 300

ငှားရမ်းသူအနေဖြင့် ရာသီဥတုကြောင့်သော်လည်းကောင်း၊ သဘာဝဘေးအန္တရာယ်ကြောင့်သော်လည်းကောင်း၊ ငှားရမ်းခန်းနှင့်ပတ်သက်ပြီးဖြစ်ပေါ်လာသည့် အကျိုးခံစားခွင့်တစ်စုံတစ်ရာသည် ငှားရမ်းသူ နှင့် လုံးဝကပ်သက်မှုမရှိစေရ။

ပိုင်ရှင်အနေဖြင့် ငှားငှားရမ်းသည့်တိုက်ခန်းမှာ အမှန်တကယ်ပိုင်ဆိုင်ကြောင်း၊ ဝန်ခံကတိပြုပြီး ငှားရမ်းသူ သုံးပြုနေသည့်ကာလအတွင်း တစ်စုံတစ်ယောက်က မြေပိုင်ဆိုင်မှု အဆောက်အဦးပိုင်ဆိုင်မှုတို့ နှင့် အငြင်းပွား ဖြစ်လာပါက ပိုင်ရှင်မှ တာဝန်ယူဆောင်ရွက်ပေးမည် ဖြစ်ပြီး ငှားရမ်းကာလ မကုန်ဆုံးမှီငှားရမ်း အသုံးပြု ည် အဆောက်အဦးအား ငှားရမ်းသူမှ အသုံးပြုခွင့် မရှိတော့ပါက ပိုင်ရှင်မှ ငှားရမ်းသူထားသော ငှားရမ်းခငွေ နှုတ်မူ ငှားရမ်းသူ အသုံးပြုနိုင်သည့် ကာလကိုထုတ်ပယ်၍ ကျန်သည့်ငှားရမ်းခငွေကို ရက်(၃၀) အတွင်း စီမံလုံးတစ်စုံတည်း ပြန်ပေးချေရန်နှင့် ငှားရမ်းသူအား နစ်နာမှုကိုပါ တာဝန်ယူဆောင်ရွက်ပေး မည်ဖြစ်ကြောင်း ဘောတူ ပါသည်။

ပိုင်ရှင်သည် ငှားရမ်းခအပေါ်တွင် ဝင်ငွေခွန်ထမ်းဆောင်ရမည်ကို သိရှိပြီးကျသင့်သည့် အခွန်အခကို ရှမ်းဆောင်ပါမည့်ဟု ဝန်ခံကတိပြုပါသည်။

ပိုင်ရှင်သည်မမြင်နိုင်သည့် သဘာဝဘေးအန္တရာယ်များကြောင့် အဆောက်အဦးပျက်စီးမှုများ နှင့် အကြီးစား ငြိမ်ဆင်မှုများ ပြုလုပ်ရမည်ဆိုပါက တာဝန်ယူပြီး ပြုပြင်ပေးရမည်ဖြစ်ပြီး ထိုသို့ပြုပြင်သည့်အချိန် ကြာမြင့် ပါက ထိုကာလအတွက် ငှားရမ်းခအားတွက်ချက်၍ ငှားရမ်းသူအတွက်နစ်နာမှုမရှိစေရန် ပိုင်ရှင်မှတာဝန်ယူ ဆောင်ရွက်ပေးမည် ဖြစ်ကြောင်းဝန်ခံကတိပြုပါသည်။

၁။ ပိုင်ရှင်မှ ငှားရမ်းခြင်းကို ရပ်စဲလိုလျှင်သော်လည်းကောင်း၊ ငှားရမ်းသူမှဆက်လက် မငှားရမ်းလိုလျှင်သော် လည်းကောင်း(နှစ်)လကြိုတင်၍ဆက်လက်ငှားရမ်းခြင်း ပြုလုပ်မည်၊ မပြုလုပ်မည်ကို ကြိုတင်အကြောင်းကြား ပေးရန် နှစ်ဦးနှစ်ဖက်စားလည် သဘောတူညီကြပါသည်။

၂။ အထက်ဖော်ပြပါ စာချုပ်၏စာပိုဒ်များပါ စာသားစကားရပ်များအားလုံးကို သတိကောင်း၍ ကျန်းမာနေစဉ် အတွင်း နှစ်ဦးနှစ်ဖက်ကိုယ်တိုင်ဖတ်ရှုသိရှိနားလည် သဘောတူညီကြပြီး မည်သူကမျှတစ်စုံတစ်ရာ ခြိမ်းခြောက်မှု၊ ကျပ်ကိုင်မှုတစ်စုံတစ်ရာအလျဉ်း မရှိပါသောကြောင့် မိမိတို့၏လွတ်လပ်သော သဘောဆန္ဒများအရ အောက်ပါ သဘောတူညီချက်များချုပ်ဆိုရာတွင် လက်မှတ်ရေးထိုး၍ ဤ "နှစ်ဦးသဘောတူ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ်

ကို ပြုလုပ်ချုပ်ဆိုကြပါသည်။

ပိုင်ရှင် ငှားရမ်းသူ

ပိုင်ရှင် ငှားရမ်းသူ

ရုံးအမှတ်(၁)၊ ဘဏ္ဍာရေးဌာန၊ ရန်ကုန်မြို့၊ ဘဏ္ဍာရေးဌာန

၂၀၂၄/၇/၂၇ (၇/၂၇) ၀၂၄၁၁

အသိသက်သေများ

၂၀၂၄/၇/၂၇ (၇/၂၇) ၀၂၄၁၁

စာတင်အမှတ်(၁)၊ ဘဏ္ဍာရေးဌာန၊ ရန်ကုန်မြို့၊ ဘဏ္ဍာရေးဌာန  
စဉ်-၄၀၉၃၃

## နှစ်ဦးသဘောတူ တိုက်ခန်းငှားရမ်းခြင်းကတိစာချုပ်

ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၌ ၂၀၁၈ခုနှစ် ဇန်နဝါရီလ ( ၃ ) ရက်နေ့တွင် အောက်အမည်ပါသူတို့သည် 'ဤနှစ်ဦးသဘောတူ တိုက်ခန်းငှားရမ်းခြင်းကတိစာချုပ်ကို' ပြုလုပ်ချုပ်ဆိုကြသည်မှာ-

ပိုင်ရှင်။

။ ဒေါ်အေးမြတ်မူ

၁၂/ ရကန(နိုင်)၀၁၂၂၅၀

အမှတ် ၃၀၄၊ (၃)လွှာ၊ ပန်းခြံတာဝါ၊ စမ်းချောင်းမြို့နယ်။

ငှားရမ်းသူ။

။ဦးအောင်ချစ်ခင် (ဘ) ဦးချစ်ခင် (ACK & CO SERVICE CO., Ltd )

၁၂/မရက(နိုင်)၁၁၁၈၁၃

၁၀၀၂၊ ပန်းခြံတာဝါ၊ မြေနီကုန်း၊ ဓမ္မစေတီလမ်း၊ စမ်းချောင်း၊ ရန်ကုန်။

ငှားရမ်းသည့်နေရာ- ရန်ကုန်မြို့၊ စမ်းချောင်းမြို့နယ်၊ ဓမ္မစေတီလမ်း၊ ပန်းခြံတာဝါ၊ မြေညီထပ် (ယခင်မဟာဌာနီစားသောက်ဆိုင်) (၆၅' x ၄၀') အကျယ်ရှိ ဆိုင်ခန်းနှင့်ဘေးပတ်လည်အဆောင် (၁၁.၅' x ၃၃' + ၁၁.၅' x ၃၆') အကျယ်အဝန်း၊ ဓါတ်လှေကားအနောက် လခြမ်းပုံအခန်း (ဗားဂရာ ကိုမျက်နှာပြုထားသော) တိုက်ခန်း။

(အထက်အမည်ပါ ပိုင်ရှင်နှင့်ငှားရမ်းသူ ဟုဆိုရာတွင်၎င်းတို့ကိုယ်တိုင် အပြင်၎င်းတို့၏ မိသားစုဝင်များ အမွေစားအမွေခံများ၊ အခွင့်ရကိုယ်စားလှယ်များ၊ တရားဝင်ကိုယ်စားလှယ်များအားလုံးပါဝင်သည်ဟု မှတ်ယူရမည်ဖြစ်ပါသည်။)

၁။ ရန်ကုန်မြို့၊ စမ်းချောင်းမြို့နယ်၊ ဓမ္မစေတီလမ်း၊ ပန်းခြံတာဝါ၊ မြေညီထပ် (ယခင် မဟာဌာနီ စားသောက်ဆိုင်) (၆၅' x ၄၀') အကျယ်ရှိ ဆိုင်ခန်းနှင့်ဘေးပတ်လည်အဆောင် (၁၁.၅' x ၃၃' + ၁၁.၅' x ၃၆') အကျယ်အဝန်း ၊

ဓါတ်လှေကားအနောက် လခြမ်းပုံအခန်း (ဗားဂရာ ကိုမျက်နှာပြုထားသော) ကို ပိုင်ရှင်ဖြစ်သူ ဒေါ်အေးမြတ်မူမှ ၎င်းပိုင်ဆိုင်သော တိုက်ခန်း နှင့် အကျုံးဝင်စားခွင့် အရပ်ရပ်တို့အား ကာလတန်ဖိုး ငွေကျပ်တစ်လလျှင် ကျပ် ၉၀၀၀၀၀၀ - / - (ကျပ်သိန်းကိုးသိပ်ကျပ်တိတိ) ဖြင့် ငှားရမ်းရန် စကားကမ်းလှမ်းလာ သဖြင့် ငှားရမ်းသူမှ ၎င်းတန်ဖိုးဖြင့် ငှားရမ်းရန် သဘောတူညီသောကြောင့် ယနေ့စာချုပ်ချုပ်ဆိုသည့် ( ၃ - ၁ - ၂၀၁၈ ) ရက်နေ့တွင် ငှားရမ်းခငွေကျပ်စုစုပေါင်း ကျပ် ၁၀၀၀၀၀၀၀၀ - / - (ကျပ်သိန်းတစ်ထောင်မျှစ်သိပ်ကျပ်တိတိ) အား အခန်း ငှားရမ်းသူမှ ပေးချေရာ ပိုင်ရှင်မှ လက်ခံရရှိပါသည်။ ငှားရမ်းကာလမှာ ( ၁ - ၇ - ၂၀၁၈ ) ရက်နေ့မှ ( ၃၀ - ၆ - ၂၀၁၉ ) ရက်နေ့အထိ ဖြစ်ပါသည်။

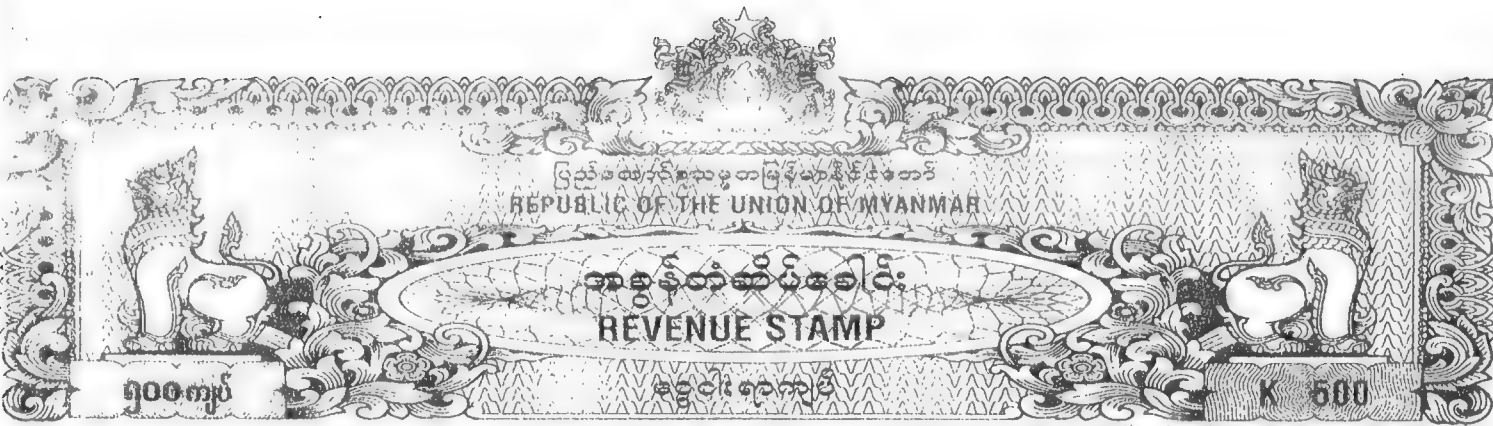
၂။ ငှားရမ်းသူတို့သည် ငှားရမ်းအသုံးပြုသည့် တိုက်ခန်းအား ကျောင်းစာသင်ခြင်း၊ ရုံးခန်း ဖွဲ့စည်းခြင်း၊ ကျောင်း စာသင်သည့် ဆရာ/မများနှင့် စာသင်သားတို့အသုံးပြုသည့် ကန်တင်းပြုလုပ်ခြင်း၊ ဝန်ထမ်းများနေထိုင်ခြင်းတို့ အတွက်သာ အသုံးပြုပါ။

၃။ ငှားရမ်းသူသည် ငှားရမ်းသည့်ငွေပေါ်တွင် တံဆိပ်ခေါင်းခွန်ထမ်းဆောင်ရမည်ဖြစ်သည်။ ထို့အပြင်အဆိုပါ စုစုပေါင်း ငှားရမ်းငွေထဲတွင် ကုန်သွယ်ခွန်အပါအဝင်ဖြစ်သည်။ ငှားရမ်းသူ အသုံးပြုသော လျှပ်စစ်မီတာခ၊ ရေခွန်၊ အမှိုက်ခွန်၊ သန့်ရှင်းရေးခွန်၊ ဆိုင်းဘုတ်ခွန်၊ လုပ်ငန်းလိုင်စင်ခွန်၊ လုံခြုံရေးစရိတ်များ စည်ပင်သာယာခွန် အစရှိသည်တို့ကိုငှားရမ်းသူ မှကျခံပေးဆောင်ရမည်ဖြစ်ပြီး အဆိုပါပေးဆောင်ပြီးသောအခွန်အခများ၏ ပြေစာများကို အခန်းပိုင်ရှင်သို့ ပေးအပ်ရမည်။

၄။ ငှားရမ်းသူသည် တဆင့်လူနေထိုင်ရန်ငှားရမ်းခြင်း၊ တဆင့်လွှဲပြောင်းခြင်း၊ ပေါင်နှံခြင်း၊ ရောင်းချခြင်းမပြုလုပ်ပါရန် ဝန်ခံကတိပြုပါသည်။

၅။ ငှားရမ်းသူမှ ငှားရမ်းကာလကုန်ဆုံးသည့်အခါ ငှားရမ်းသည့်နေရာအား အသုံးမပြုတော့ဘဲ ပြန်လည်အပ်နှံသည့်အခါ မိမိနှင့်သက်ဆိုင်သည့် ပစ္စည်းများအား မိမိစရိတ်ဖြင့် ဖြုတ်သိမ်းဖယ်ရှားပေးပြီး မူလငှားရမ်းစဉ် အနေအထားအတိုင်း ပိုင်ရှင်သို့ပြန်လည်ပေးအပ်မည်ဖြစ်ကြောင်း ဝန်ခံကတိပြုပါသည်။





“ နှစ်ဦးသဘောတူ တိုက်ခန်းငှားရမ်းခြင်း ကတိစာချုပ် ”

ရက်စွဲ၊ ၂၀၁၈ ခု၊ ဩဂုတ်လ ( ၁၅ ) ရက်။

ငှားရမ်းသူပိုင်ရှင်။ ။ အမည် ဒေါ်အုပ္ပလွင်သူ  
မှတ်ပုံတင် ၁၃၊မရူး(ခွဲ) ၁၃၄၀၇၆  
နေရပ် ၂၇ / A ပ/ထပ် မိုက်မိုးသမ်း ၁၊ ပြေးကုန်း

ငှားရမ်းသူ ။ အမည် ဦးအောင်ကျော်စွာ  
မှတ်ပုံတင် ၄/တတန(ခွဲ) ၈၇၂၈၃၈  
နေရပ် အမှတ် ၁၀၇၂၊ ပုသိမ်မြို့နယ်၊ ဟားကုန်း၊ ပြေးကုန်း၊ မင်းချောင်း

၁။ အထက်တွင်ဖော်ပြပါ တိုက်ခန်းပိုင်ရှင်ပိုင်ဆိုင်သော ၂၇/ကုန်း မြို့၊ မင်းချောင်း မြို့နယ်၊  
မိုက်မိုးသမ်း ရပ်ကွက်၊ မိုက်မိုးသမ်း လမ်း၊ အမှတ် ( ၂၇ / A ) ဟုခေါ်တွင်သော တိုက်ခန်းအား  
စပေါ်ငွေကျပ် ၂၀၀၀၀၀ /-(ကျပ်) တိတိ) တစ်လခံ တစ်လလျှင်  
၂၀၀၀၀၀ /-(ကျပ်) သုံးသိန်း တိတိ) ဖြင့် ငှားရမ်းနေထိုင်ကြရန်  
သဘောတူညီကြပါသည်။

၂။ ဤသို့သော သဘောတူညီကြသည်အလျောက် အထက်ပါစပေါ်ငွေကျပ် ၂၀၀၀၀၀ ကျပ် ၂/- အား  
တိုက်ခန်းငှားရမ်းသူမှ အပြေအကြေးပေးချေရာ၊ တိုက်ခန်းပိုင်ရှင်ဖြစ်သူက အပြည်အဝလက်ခံရရှိကြောင်း ဝန်ခံကတိပြုပါသည်။

၃။ တိုက်ခန်းလခအားလစဉ်မှန်မှန် မပျက်မကွက် ပေးဆောင်သွားရန်၊ တိုက်ခန်းငှားရမ်းသူမှ ဝန်ခံကတိပြုပါသည်။  
စပေါ်ငွေမှ ခုနှစ်ခြင်းမပြုရပါ။

၄။ တိုက်ခန်းငှားရမ်းခြင်းသက်တမ်း ( ၁၅ - ၈ - ၂၀၁၈ ) မှ ( ၁၅ - ၂ - ၂၀၁၉ ) နေ့အထိ နှစ်ဦးနှစ်ဖက်  
သဘောတူညီကြပါသည်။

၅။ တိုက်ခန်းပိုင်ရှင်ကသောလည်းကောင်း၊ တိုက်ခန်းငှားရမ်းသူကသောလည်းကောင်း၊ မငှားရမ်းလို/မနေလိုကြလျှင်  
တစ်ဦးကိုတစ်ဦး စာချုပ်နှစ်မပြည့်မီ ( ၁၈ ) လကြိုတင် အကြောင်းကြားရပါမည်။

၆။ တိုက်ခန်းပိုင်ရှင် တိုက်ခန်းငှားရမ်းခြင်းရပ်စဲသည်အချိန်တွင် တိုက်ခန်းငှားရမ်းသူ တင်ထားသော စပေါ်ငွေအား  
အပြေအကြေးတစ်လုံးတည်း ပြန်လည်အမ်းရန် တိုက်ခန်းပိုင်ရှင်မှ သဘောတူပါသည်။ တိုက်ခန်းငှားရမ်းသူမှလည်း စပေါ်ငွေ  
ရရှိပါက တိုက်ခန်းအား တိုက်ခန်းပိုင်ရှင်သို့ လက်ရောက်အပ်နှံရန် သဘောတူပါသည်။

၇။ တိုက်ခန်းငှားသူမှ ဥပဒေနှင့် မလွတ်ကင်းသော လုပ်ငန်းများ မလုပ်ကိုင်ရန် သဘောတူပါသည်။ အကယ်၍  
လုပ်ကိုင်ခဲ့သော် ဖြစ်ပေါ်လာသော ကိစ္စအဝဝတို့သည် တိုက်ခန်းပိုင်ရှင်နှင့် လုံးဝပတ်သက်ခြင်းမရှိဘဲ တိုက်ခန်းငှားသူ၏  
တာဝန်သာဖြစ်ကြောင်း သဘောတူပါသည်။

အထက်ပါ အချက်အလက်များကို နှစ်ဦးနှစ်ဖက် ဖတ်ရှုနားလည် သဘောတူညီကြပါသဖြင့် အောက်ပါ အသိသက်သေ  
များရှေ့မှောက်တွင် မိမိ၏ လွတ်လပ်သော ဆန္ဒအရ လက်မှတ်ရေးထိုး အတည်ပြု စာချုပ် ချုပ်ဆိုကြပါသည်။

ငှားရမ်းသူပိုင်ရှင် အုပ္ပလွင်သူ ငှားရမ်းသူ အောင်ကျော်စွာ  
\_\_\_\_\_

အသိသက်သေများ

၁။ လက်ထောက် ပိုင်ရှင် ၂။ လက်ထောက် ငှားရမ်းသူ  
\_\_\_\_\_

တီ၊ အက် (ဖိ) အမှတ် (၅)

26

တံဆိပ်ခေါင်းခွန် ငွေသွင်းချလန်

ငွေစာရင်းခေါင်းစဉ် ၁။၆-၆။၈-၁ တံဆိပ်ခေါင်းရုံးအမှတ် MD-010155

၆၆၆၆၆၆

သို့

မန်နေဂျာ

ဘဏ်နှင့်မြို့။

မြန်မာ့စီးပွားရေးဘဏ်(ကြည့်မြင်တိုင်)

ငွေတိုက်ခွဲအရာရှိ

ကြည့်မြင်တိုင်

မြို့။

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်

ACK AND CO SERVICES

CD & LTD

က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)

12/မရက(နိုင်)၁၁၁၈၁၃

ငါးသိန်းလေးသောင်း ကျပ်တိတိ

ကပေါင်း(ဂဏန်းဖြင့်)

၅၄၀၈၀၀/-

လက်ခံပါမည့်အကြောင်း။

စမ်းချောင်း

မြို့။

05-01-2018

နေ့စွဲ။

ပေးသွင်းသူ၏တံဆိပ်ခေါင်းထုတ်ပေးသည့်

လက်မှတ် ပြည်သူ့ဝန်ထမ်း၏လက်မှတ်

ပေးသွင်းငွေကိုလက်ခံရရှိပါသည်။

မြို့။

မန်နေဂျာ

ဘဏ်နှင့်မြို့။

နေ့စွဲ။

ငွေတိုက်ခွဲအရာရှိ

မြို့။

၈ ၁ ၁၈

[ ကျောဘက်သို့ကြည့်ပါ ]။

ရန်ကုန်မြို့။

၂၀၁၈-ခုနှစ်၊ ဇန်နဝါရီ လ၊ ( ၇ ) ရက်

# မူရင်း မြေငှားစာချုပ်



၁၉၉၁ ခုနှစ်၊ (ဧပြီလ) အမှတ် ၁၈၃/၉၀ အရ၊ ထုတ်ပေးသည်။

ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရ၊ ဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြေနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန (နောင်တွင် “အငှားချထားသူ” ဟု ရည်ညွှန်းသည်။) “အငှားချထားသူ” ခံသည့် စကားရပ်တွင် မြေနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန အဆိုပါဌာနကိုဆက်ခံသူများ၊ အဆိုပါဌာနက လွှဲအပ်သူများလည်း ပါဝင်သည်။)

နှင့် ရန်ကုန်

မြို့နယ်၊ ဦး ခင်မောင်

၏၊ သား၊ သမီး ဖြစ်သော

ဦး တင်မောင်ဦး

ပေါ် (မြစ်ကြီးဝေး) အမျိုးသမီးမှတစ်ဆင့် Wmaw. ၂၉၀၁၅၄ (နောက်တွင် “အငှား စာချုပ်ရသူ” ဟု ရည်ညွှန်းသည်။) ထို့၊ ၁၃.၅.၁၉၉၁ ခုနှစ်၊ လဆန်း

လဆန်း

ရက်နေ့၊ ၁၉၉၁ ခုနှစ်

ရက်နေ့၊ ၁၉၉၁ ခုနှစ်

လ ၂၆ ရက်) တွင် အောက်ပါအတိုင်း မြေငှားစာချုပ်ချုပ်ဆိုခဲ့သည်။

အငှား စာချုပ်သူက-နောက်တွင် သတ်မှတ်ထားသည့် မြေငှားခကို ပေးဆောင်ရန် သဘောတူသောကြောင့် လည်းကောင်း၊ နောက်တွင်ပါရှိသော ပဋိညာဉ်ခံချက်များကို ပြုသောကြောင့်လည်းကောင်း၊ အောက်ပါဇယား၌ ဖော်ပြ ထားသော မြေကွက်အားလုံးကို ထိုမြေကွက်နှင့် သက်ဆိုင်သော ပိုင်ဆိုင်ခွင့်များ၊ ငင်-ထွက် သွားလာနိုင်ခွင့် စသောသက်သာ ခွင့်များနှင့် အခြားအခွင့်အရေးများနှင့်အတူ အငှားချထားသူက အငှားစာချုပ်ရသူအား၊ ဤစာချုပ်ဖြင့် အငှားချထားသည်။ အဆိုပါမြေကွက်အတွင်း မြေပေါ်မြေအောက်ရှိ သတ္တုတွင်းများ၊ ဓာတ်သတ္တုပစ္စည်းများ၊ မြေမြှုပ် ဘဏ္ဍာများ၊ ကျောက် မီးသွေး၊ ခရုနှင့် ကွက် (Quarries) စသည်တို့သည် ဤစာချုပ်ဖြင့် အငှားချထားခြင်း၌ မပါဝင်ချေ။ ထိုသို့ရှာဖွေ ကူးဖော် ရယူ၊ သယ်ဆောင်ရာ၌ အဆိုပါမြေကွက်၏ မျက်နှာပြင်ကို နှောင့်ယှက်ပျက်စီးစေခဲ့လျှင်၊ အငှားစာချုပ်ရသူအား သင့်တော် သော လျော်ကြေးကို အငှားချထားသူကပေးရမည်။ ထိုလျော်ကြေးနှင့် ပေါ်လွင်၍ အငြင်းဖြစ်ပွားခဲ့သော် လျော်ကြေးကို တည်ဆဲမြေသိမ်း အက်ဥပဒေ၏ သို့တည်းမဟုတ် စည်းမျဉ်းဥပဒေများ၏ ပြဌာန်းချက်နှင့်အညီ ပြည်ထောင်စုမြန်မာနိုင်ငံတော် အစိုးရ ဆောက်လုပ်ရေးဝန်ကြီးဌာန မြေနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန၏ ညွှန်ကြားရေးမှူးချုပ်က ဆုံးဖြတ်ရမည်။

ထို့ကြောင့် ဤစာချုပ်ချုပ်ဆိုသည့် ၂၆.၄.၁၉၉၁ နေ့မှစ၍ နှစ်ပေါင်း ခြောက်ဆယ်ကာလ အပိုင်း အခြား အတွက် လက်ရှိထားနိုင်ရန် အငှားစာချုပ်ရသူအား အဆိုပါမြေကွက်ကို အငှားချထားသည်။

နှစ်ပေါင်း ခြောက်ဆယ် မြေငှားစာချုပ် ကာလ အပိုင်း အခြားတွင် ၂၀၀၆ ခုနှစ် ၁၅ ရက်နေ့၊ ကုန်ဆုံးသည့် ပထမ တစ်ဆယ် ငါးနှစ်အတွင်းတွင် ကျပ် ၇၅ ပြား (ကျပ် ခုနစ်ဆယ်ငါး)

ဇန်နဝါရီလ ၁-ရက်နေ့တွင်လည်းကောင်း၊ ဧပြီလ ၁-ရက်နေ့မှ စသည့် သုံးလပတ်အတွက် ဇန်နဝါရီလ ၁-ရက်နေ့မှ စသည့် သုံးလပတ်အတွက် ဧပြီလ ၁-ရက်နေ့တွင်လည်းကောင်း၊ အောက်တိုဘာလ ၁-ရက်နေ့မှ စသည့် သုံးလပတ်အတွက် အောက်တိုဘာလ ၁-ရက်နေ့တွင်လည်းကောင်း၊ ကြိုတင် ပေးဆောင်ရမည်။ အဆိုပါ နှစ်ခြောက်ဆယ်ကာလ အပိုင်းအခြား၏ ရက်စွဲ တစ်ဆယ် ငါးနှစ်နှင့် တတိယ တစ်ဆယ် ငါးနှစ်၊ စတုတ္ထ တစ်ဆယ် ငါးနှစ်အတွက် အပို ၃-တွင် ပြဌာန်းထားသည့် နည်းလမ်းအတိုင်း အငှားချထားသူအား သက်သေခံရန် အငှားစာချုပ်ရသူက ပေးဆောင်ရမည်။

၁။ အငှားစာချုပ်ရသူသည် အငှားချထားသူအား အောက်ပါအတိုင်း ပဋိညာဉ်ခံချက် ပြုလုပ်သည်။

(က) အထက်၌ မြေငှားခကို ပေးဆောင်ရန်သတ်မှတ်ထားသည့် နေ့ရက်များတွင် သတ်မှတ်ထားသည့် နည်းလမ်း အတိုင်း အဆိုပါမြေငှားနှင့်အဆိုပါမြေကွက်ပေါ်၌လည်းကောင်း၊ ထိုမြေကွက်ပေါ်တွင် ဆောက်လုပ်ထားသောအဆောက် အအုံပေါ်၌လည်းကောင်း၊ အငှားစာချုပ်ရသူအပေါ်၌လည်းကောင်း အဆိုပါ နှစ်ခြောက်ဆယ် ကာလအပိုင်းအခြား အတွင်း စည်းကြပ်ဆဲ စည်းကြပ်လတ္တံ့ဖြစ်သော အခွန်အတုတ်အားလုံးကို ပေးဆောင်ရန်။

(ခ) ဤစာချုပ် ချုပ်ဆိုသည့်နေ့မှ ၆-လအတွင်း စတင် ဆောက်လုပ်၍ နှစ်နှစ်အတွင်း အဆိုပါ မြေကွက် ပေါ်၌ ကောင်းမွန် ခိုင်ခံ့သော လူနေအိမ်၊ ဒေသန္တရ အာဏာပိုင်နှင့် သက်ဆိုင်သည့် တရားဥပဒေနှင့်အညီ၊ ပြီးစီးအောင် ဆောက်လုပ်ရန်နှင့် ထိုလူနေအိမ် စသည်တို့ကို အဆိုပါ နှစ်ပေါင်း ခြောက်ဆယ်ကာလ အပိုင်းအခြားအတွင်း ပြုပြင် ဖွမ်းမံ ထားရှိရန်။

(ဂ) အဆိုပါမြေကွက် တည်ရှိသောရပ်ကွက်၌ သက်ဆိုင်ရာ ဒေသန္တရ အာဏာပိုင်များက မိလ္လာပိုင်နှင့် ရေပိုက် များ ချထားလျှင်၊ ဒေသန္တရ အာဏာပိုင်နှင့် သက်ဆိုင်သည့် တရားဥပဒေနှင့်အညီ အဆိုပါမြေကွက်ပေါ်၌ ဆောက်လုပ်ထား သော အဆောက်အအုံများကို ထိုမိလ္လာပိုက်၊ ရေပိုက်များနှင့် ဆက်သွယ်ရန်။

(ဃ) သက်ဆိုင်သော ဒေသန္တရ အာဏာပိုင်က ခွင့်ပြုသော အဆောင်ခွဲနှင့် အလုပ်သမား တန်းလျားများမှအပ အဆိုပါ မြေကွက်ပေါ်၌ အဆောက်အအုံတစ်ခုထက်ပို၍ မဆောက်လုပ်ရန်။

(င) အငှားချထားသူ၏ စာဖြင့် သဘောတူညီချက်ကို ကြိုတင်မရရှိဘဲ၊ နှစ်ပေါင်း ခြောက်ဆယ်ကာလ အပိုင်း အခြားအတွင်း အဆိုပါ မြေကွက်ကို လူနေအိမ် ဆောက်လုပ်ရန်အတွက်မှတစ်ပါး၊ အခြားကိစ္စအတွက် အသုံးပြုရန်နှင့်အဆိုပါ မြေကွက်ပေါ်တွင် ဆောက်လုပ်သည့် လူနေအိမ်ကို လူနေအိမ်အဖြစ်မှတစ်ပါး အခြားနည်း အသုံးမပြုရန်။

(စ) အငှားချထားသူ၏ စာဖြင့် ကြိုတင်သဘောတူညီချက်မရရှိဘဲ၊ စာချုပ်ပါမြေကို ခွဲခြမ်းခြင်း မပြုရသည့်ပြင် ၎င်းမြေ တစ်စိတ်တစ်ဒေသကိုလည်း လွှဲပြောင်းခြင်း၊ တင်ဆင့်ငှားရင်းခြင်း၊ လက်လွှတ်ခြင်းများ မပြုလုပ်ရ။

(ဆ) ဤစာချုပ်နှင့်စပ်လျဉ်း၍ မည်သည့်ကိစ္စအတွက်ဆို၊ အဆိုပါမြေကွက် သို့ ဖြစ်စေ၊ အဆိုပါ မြေကွက်ပေါ်တွင် ဆောက်လုပ်ထားသော အဆောက်အအုံသို့ဖြစ်စေ၊ နှစ်ပေါင်းခြောက်ဆယ်ကာလအပိုင်းအခြားတွင် ငြည်ထောင်စုန်မခိုင်ငံ တော်အစိုးရဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြို့နယ်နှင့် အင်းအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန ညွှန်ကြားရေးမှူးချုပ်၏အမိန့်အရ ဆောင်ရွက်သူ များအား နေခင်း သင့်တော်သည့် အချိန်များတွင် ဝင်ရောက်ခွင့်ပြုရန်။

(ဇ) ဤစာချုပ်အရ အငှားချထားသည့် နှစ်ပေါင်းခြောက်ဆယ်ကာလအပိုင်းအခြား ကုန်ဆုံးသောအခါ အဆိုပါ မြေကွက် တည်ရှိသည့် အဆောက်အအုံ၊ ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်း မပါဝင်စေဘဲ၊ အဆိုပါ မြေကွက်ကို အငှားချထားသူအား အေးဆေးစွာ ပြန်လည်ပေးအပ်ရန်။ သို့ရာတွင် အငှားချထားသူက အပိုဒ် ၂- အရ အဆိုပါမြေကွက်ကိုပြန်လည်သိမ်းယူပြီး စာချုပ်ကိုရပ်စဲလျှင် အဆိုပါမြေကွက်နှင့်ထိုမြေကွက်ပေါ်တွင် တည်ရှိသည့် အဆောက် အအုံ ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်းများကို အငှားစာချုပ်ရသူက အငှားချထားသူအားအေးဆေး စွာ ပြန်လည်ပေးအပ်ရန်။

## အပိုပဋိညာဉ်ခံချက်များ

ဖော်ပြပါ မြေငှားခနှုန်းသည် ယာယီမျှသင့်ဖြစ်၍ ၁၉၉၁ ခုနှစ် အတွင်းတွင် ဖြစ်စေ ထိုနှောက် အချိန်ကာလတွင် ပြန်လည်ပြင်ဆင်သင့်က ပြင်ဆင်စည်းကြပ်ရန်ဖြစ်သည်။



၂။ အဆိုပါ မြေငှားခကို တောင်းဆိုသည်ဖြစ်စေ၊ မတောင်းဆိုသည်ဖြစ်စေ၊ ကြိုတင်ပေးဆောင်ရမည့် သုံးလပတ် အတွက် မြေငှားခကို သို့တည်းမဟုတ် ၎င်း၏ အစိတ်အပိုင်းကို ထိုသုံးလပတ်၏ ဒုတိယလပြီးပိုင်းတွင် မပေးဆောင်သဖြင့် မြေငှားခ မပြေ ကျန်ရှိလျှင် သို့တည်းမဟုတ် အငှားစာချုပ် ရသည့် အထက်တွင် ဖော်ပြပါရှိသည့် ပဋိညာဉ်ခံချက်များ အတိုင်း လိုက်နာဆောင်ရွက်ရန် ပျက်ကွက်လျှင် ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရ ဆောက်လုပ်ရေး ဝန်ကြီးဌာန၊ မြို့ရွာနှင့် အိုးအိမ် ဖွံ့ဖြိုးရေး ဦးစီးဌာန၏ ညွှန်ကြားရေးမှူးချုပ်သည် အဆိုပါ မြေငှားခကို ရယူရန် ချက်ချင်း အမှု ဖွင့်နိုင်သည်။ ထို့ပြင် သို့တည်းမဟုတ် ယခင်က ပဋိညာဉ်ခံချက် ပျက်ကွက်ခြင်းအတွက် အရေးယူပိုင်ခွင့်ကို ဖြစ်စေ၊ အဆိုပါ မြေကွက် ပြန်လည်သိမ်းယူနိုင်ခွင့်ကို ဖြစ်စေ စွန့်လွှတ်ခဲ့ကောမူ ဤစာချုပ်ကို ပယ်ဖျက်၍ အဆိုပါ မြေကွက်နှင့် ထိုမြေကွက်ပေါ်တွင် တည်ရှိသော အဆောက်အအုံများ၊ ထိုဆောက်အအုံများနှင့် အမြဲ တွယ်ကပ်ထားသော ပစ္စည်းများကို သိမ်းယူနိုင်သည်။

၃။ အငှားချထားသူသည် အငှားစာချုပ်ရသူအား အောက်ပါအတိုင်း ပဋိညာဉ်ခံချက် ပြုလုပ်သည်။

(က) အပိုဒ် ၂-အရ၊ ဤစာချုပ်ကို ပယ်ဖျက်ကြောင်း နို့တစ်စာကို အငှားချထားသူက မိမိ သင့်လျော်သည်ဟု ထင်မြင်သည့် နည်းလမ်းအတိုင်း အငှားဝန်ရန် ရသူ၏ နောက်ဆုံး သိရှိရသော လိပ်စာတပ်ပြီး ရေစက္ကန့်ပြုလုပ်၍ စာပို့တိုက်မှ ပေးပို့နိုင်သည်။ သို့တည်းမဟုတ် ဆိုခဲ့သည့်အတိုင်း လိပ်စာတပ်၍ နို့တစ်စာကို အဆိုပါ မြေကွက်၊ အဆောက်အအုံ စသည့် ပစ္စည်းများ၏ ထင်ရှား၍ လူအများ မြင်သာသော နေရာတွင် ကပ်ထားနိုင်သည်။ အဆိုပါ နို့တစ်စာကို ပြဆိုသည့် နည်းလမ်း အတိုင်း ပို့ခြင်း၊ ကပ်ထားခြင်း ပြုလုပ်ပြီးနောက် ရက်ပေါင်း ခြောက်ဆယ် အတွင်း အငှားစာချုပ် ရသူက အဆိုပါ ညွှန်ကြားရေးမှူးချုပ်အား မပြေ ကျန်ရှိနေသေးသော မြေငှားခကို ဤစာချုပ်ပယ်ဖျက်ခြင်း သို့တည်းမဟုတ် အဆိုပါ မြေကွက် ပြန်လည်သိမ်းယူခြင်း၊ သို့တည်းမဟုတ် အဆိုပါ မြေကွက်ကို ပြန်လည် အငှားချထားခြင်းနှင့် စပ်လျဉ်း၍ အငှားချထားသူက ကုန်ကျကောစရိတ် အားလုံးနှင့် တကွ အဆိုပါ ညွှန်ကြားရေးမှူးချုပ်သို့ ပေးဆောင်လျှင် သော်လည်းကောင်း၊ အခြား ပဋိညာဉ်ခံချက် တစ်ခုခုနှင့် စပ်လျဉ်း၍ ပျက်ကွက်သည့်အတွက် နှစ်နာမူကို ပပျောက်စေရန် အဆိုပါ ညွှန်ကြားရေးမှူးချုပ် ကျေနပ်လောက်အောင် ဆောင်ရွက်လျှင် လည်းကောင်း အငှား ချထားသူက ဤ စာချုပ်ပါ ပဋိညာဉ်ခံချက်များအတိုင်း နှစ်ပေါင်းခြောက်ဆယ် ကာလအပိုင်းအခြား၏ ကုန်ရှိနေသေးသော ကလေးဖို့ အဆိုပါ မြေကွက်နှင့် ပြန်လည်သိမ်းယူသည့် အချိန်တွင် ထိုမြေကွက်ပေါ်၌ တည်ရှိနေသော အဆောက်အအုံ၊ ထို အဆောက်အအုံနှင့် အမြဲ တွယ်ကပ် ထားသော ပစ္စည်းများကို လက်ရှိ ထားနိုင်စေခြင်းငှာ အငှား စာချုပ်ရသူအား ပြန်လည် ပေးအပ်ရန်။ သို့ရာတွင် မီးကြောင့်သော် လည်းကောင်း၊ အခြား အကြောင်း တစ်ခုခုကြောင့်သော် လည်းကောင်း ဖျက်စီးရသည့် အဆောက်အအုံ သို့တည်းမဟုတ် ထိုအဆောက်အအုံနှင့် အမြဲ တွယ်ကပ်ထားသော ပစ္စည်းများကို ပြန်လည် ပေးအပ်ရန် အငှား ချထားသူ၌ တာဝန်ရှိသည်။ အပြင် ယင်းသို့ ပြန်လည် သိမ်းယူသည့် အခါက ပြည်ထောင်စု မြန်မာ နိုင်ငံတော် အစိုးရ ဆောက်လုပ်ရေး ဝန်ကြီးဌာန၊ မြို့ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေး ဦးစီးဌာန၏ အမှုထမ်းများ သို့တည်းမဟုတ် ကိုယ်စားလှယ်များ၏ ဖျက်လိုဖျက်ဆီး ပြုလုပ်မှုကြောင့် ဆုံးရှုံးပျက်စီးခြင်း အတွက်မှတစ်ပါး အဆိုပါ မြေကွက်ပေါ်တွင် ဖြစ်စေ၊ အထဲတွင် ဖြစ်စေ တည်ရှိသော အဆောက်အအုံနှင့် အခြားပစ္စည်းများ၏ တန်ဖိုးယုတ်လျော့ခြင်း၊ ပြုပြင်မှုကင်းမဲ့ခြင်း၊ သို့တည်းမဟုတ် ပျက်စီးယိုယွင်းခြင်းအတွက် ပြည်ထောင်စု မြန်မာ နိုင်ငံတော် အစိုးရ ဆောက်လုပ်ရေး ဝန်ကြီးဌာန၊ မြို့ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေး ဦးစီးဌာန၌ တာဝန် ရှိစေရန်။

(ခ) အပိုဒ် ၂-အရ၊ ဤစာချုပ်ကို ပယ်ဖျက်ပြီး မဟုတ်လျှင် လည်းကောင်း၊ အငှားစာချုပ်ရသူက နှစ်ပေါင်း ခြောက်ဆယ် ကာလအပိုင်းအခြား ကုန်ဆုံးသည့်အထိ အဆိုပါ မြေငှားခကို ပြေလည်အောင် ပေးဆောင်၍ ဤစာချုပ်ပါ မိမိ ပြုလုပ်သည့် ပဋိညာဉ်ခံချက်များအတိုင်း လိုက်နာ ဆောင်ရွက်လျှင် လည်းကောင်း အငှားစာချုပ် ရသူသည် အဆိုပါ မြေကွက်ပေါ်တွင် တည်ဆောက် တွယ်ကပ်ထားသော အဆောက်အအုံများ၊ ထို အဆောက်အအုံများနှင့် အမြဲ တွယ်ကပ် ထားသော ပစ္စည်းများကို အဆိုပါ ကာလအပိုင်းအခြား မကုန်မီ ခြောက်လအတွင်း ဖျက်သိမ်းပယ်ယူ နေခဲ့နိုင်သည်။ သို့ရာတွင် ထိုသို့ သိမ်းယူခြင်းကြောင့် အဆိုပါ မြေကွက် ပျက်စီးယိုယွင်းခဲ့လျှင် ထိုမြေကွက်ကို မူလအခြေအနေအတိုင်းရှိအောင် ပြုပြင်ပေးရန်။

(ဂ) (၂၀၀၆) ခုနှစ်၊ ဇူလိုင်လ၊ (၂၅) ရက်နေ့မှ စ၍ ပထမ တစ်ဆယ့်ငါးနှစ် ကုန်ဆုံးသည့်အခါ ဒုတိယ တစ်ဆယ့်ငါးနှစ်အတွက် ရန်ကုန် စည်ပင်သာယာရေး ဖြန့်ဖြူးဥပဒေ ၂၄-အရ ဧည့်သည်အဖြစ် သုံးလပတ် မြေငှားခကို လည်းကောင်း၊ ဒုတိယ တစ်ဆယ့်ငါးနှစ် ကုန်ဆုံးသည့်အခါ စာတိယ တစ်ဆယ့်ငါးနှစ်အတွက် အဆိုပါ နည်းဥပဒေ ၂၄-အရ စည်းကြပ်သော သုံးလပတ် မြေငှားခကို လည်းကောင်း၊ တတိယ တစ်ဆယ့်ငါးနှစ် ကုန်ဆုံးသည့်အခါ စတုတ္ထ တစ်ဆယ့်ငါးနှစ်အတွက် အဆိုပါ နည်းဥပဒေ ၂၄-အရ စည်းကြပ်သော သုံးလပတ် မြေငှားခကို လည်းကောင်း အငှားစာချုပ် ရသူက အငှား ချထားသူအား ပေးဆောင်ရန်။ အကယ်၍ အထက်ပါ နည်းလမ်းအတိုင်း မြေငှားခကို ပြန်လည် စည်းကြပ်ခြင်း မပြုလျှင် အငှားစာချုပ်ရသူသည် ဤအပိုဒ်ခွဲတွင် ပြဌာန်းထားသည့် နည်းလမ်းအတိုင်း မြေငှားခကို ခြောင်းလဲခြင်း မပြုမီ သတ်မှတ်ထားသည့် စည်းကြပ်ဆဲ သုံးလပတ် မြေငှားခကို ဆက်လက်ပေးဆောင်ရန်။

(ဃ) ဤစာချုပ်ပါ အခြား ပြဌာန်းချက်များတွင် ဆန့်ကျင်လျက် မည်သို့ပင် ပါရှိစေကာမူ ဤစာချုပ် ချုပ်ဆိုသည့် နေ့မှစ၍ ပထမ နှစ်ပေါင်း သုံးဆယ်အတွင်း သတ်မှတ်ထားသော သုံးတည်းမဟုတ် ပြန်လည် စည်းကြပ်သော မြေငှားခကို ပြေလည်အောင် ပေးဆောင်ခဲ့သောကြောင့် လည်းကောင်း၊ ပြုလုပ်ထားသည့် ပဋိညာဉ်ခံချက်များကို မပျက်ကွက် လိုက်နာ ဆောင်ရွက်ခဲ့သောကြောင့် လည်းကောင်း သတ်မှတ်ထားသော သို့တည်းမဟုတ် ပြန်လည် စည်းကြပ်သော သုံးလပတ် မြေငှားခဖြင့် နောက်ထပ် နှစ်ပေါင်း သုံးဆယ်အတွက် ဆက်လက်၍ အဆိုပါ မြေကွက်ကို ငှားရမ်း မြေငှား စာချုပ်အသစ် ချုပ်ဆိုရန် သဘောတူကြောင်း အဆိုပါ ပထမ နှစ်ပေါင်း သုံးဆယ်မပြည့်မီ အနည်းဆုံး ခြောက်လကြိုတင်၍ အငှားချထားသူအား စာဖြင့် အကြောင်းကြားရမည်။ အကြောင်းကြားစ နှင့်အတူ ပထမ မြေငှားစာချုပ်ကို ပေးဆောင်လျှင် ထိုအကြောင်းကြားစာ ရရှိသည့် နေ့မှ ခြောက်လအတွင်း နောင် နှစ်ပေါင်း သုံးဆယ်အတွက် ပထမ မြေငှား စာချုပ်ပါ ပဋိညာဉ်ခံချက်များနှင့် ဖြစ်နိုင်သမျှ တူညီသည့် ပဋိညာဉ်ခံချက်များ ပါရှိသည့် ပထမ မြေငှား စာချုပ်ပါ



# အမည်ပေါက်လွှဲပြောင်းခြင်းမှတ်တမ်း

003245

မြေဌာ: ကမ္ဘာတွဲကမ္ဘာ

၈၈- ၂၉၃ / ၉၀

- စမ်း: ချောင်း

- ၂၉.၈၂

- ၁၁၈

- ၈. ၀၃၉ ဧက

- ကျွန်ုပ်တို့၏ မြေဌာ: ဂရုန်



မြေအမျိုးအစား

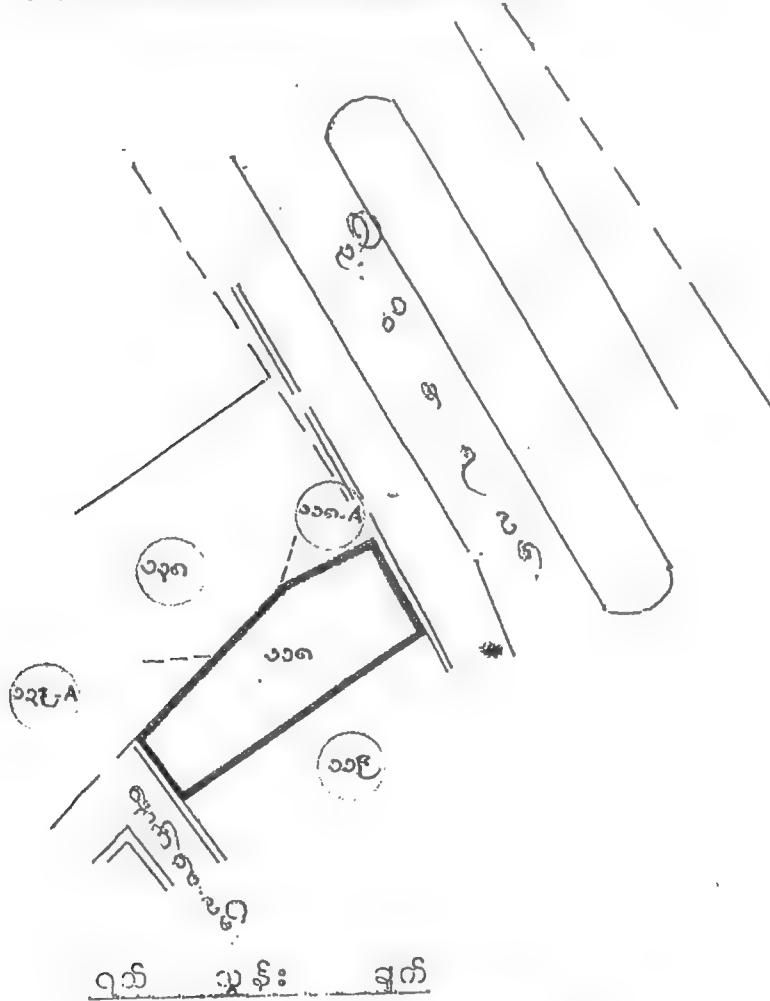
| အမှုတွဲအမှတ်<br>နံပါတ်နှင့်<br>ခွင့်ပြုရက်စွဲ                   | ဂရုန်အမည်ပေါက်<br>နှင့်<br>နိုင်ငံသားအမှတ်                | လွှဲပြောင်းသည့်<br>စာချုပ်အမှတ်နှင့်ရက်စွဲ (သို့)<br>တရားရုံးဒီဂရီနှင့်ရက်စွဲ | လွှဲပြောင်းခံရသူ (သို့)<br>တရားရုံးဒီဂရီရရှိသူ၏<br>အမည်နှင့် နိုင်ငံသားအမှတ်                 |
|-----------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| ၁                                                               | ၂                                                         | ၃                                                                             | ၄                                                                                            |
| ၈၈. ပြောင်း<br>၈၄၈ / ၁၀<br>(၁.၅.၁၀)<br>ဌာန: ခွင့်ပြု<br>၁၄.၆.၁၀ | ဦး တင်မောင် ဦး<br>ဒေါ်မြင့်မြင့်မောင် (၈၁)<br>ချစ်ရီမြင့် | ပိုင်ဆိုင် ၂၁၈၁ / ၀၆<br>၁၉.၆.၂၀၀၆<br>အမှတ်: ၁၄၂ / ၁၀<br>၇.၅.၂၀၁၀              | ဦး လင်း ထွန်း ဦး<br>၁၂ / ၈၁၃ (၆၆) ၀၄.၅.၇၉၇<br>ဦးနုခွဲမှ<br>မြေပုံကိန်းနှင့်မြေပုံခွင့်ပြုမှု |

၁၆.၁၆၆၊ မြန်မာ့လူ့အခွင့်အရေးကော်မရှင်

မြေတိုင်း ဂရုဏ်အမှတ် ၁၉-၈ မှ မြေဧကအမှတ် ၁၁၈ ၏မြေပုံ

၁၀

၁ လက်မလျှင် ~~၁၀၀၀~~ပေစာကေး:



၆ ရိယ ၁

စတုရန်း ပေ

၆၈

0.04%

ପ୍ରତିଶ୍ରୁତି

မြေတိုင်း (၃)

~~၂၅၀၆ (၂)~~

လက်ထဲထဲမှ နှိပ်စားရေးမှူး

ဖြေတိုင်း ( )

မြေထိုင်း ဌာနခွဲ။

မြို့သူများ၏အားကိုးအားခံအဖြစ် ဝန်ထမ်းဆောင်ရန်



"နှစ်ဦးသဘောတူ မြေနှင့်အဆောက်အဦးငှားရမ်းခြင်းကတိစာချုပ်"

ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ် ၂၀၁၈ ခုနှစ်၊ ဇူလိုင်လ (၂၄) ရက်နေ့တွင် အောက်အမည်ပါသူတို့သည် "ဤ နှစ်ဦးသဘောတူ မြေနှင့်အဆောက်အဦးငှားရမ်းခြင်းကတိစာချုပ်" ကို ပြုလုပ်ချုပ်ဆိုကြသည်မှာ-

ပိုင်ရှင် ။ ။ ဦးလင်းထွန်းဦး  
၁၂/စခန (နိုင်) ၀၄၅၃၉၇  
အမှတ်-၂၃၇၊ ဦးဝိစာရလမ်း၊ မြေနီကုန်း(တောင်) ရပ်ကွက်၊ စမ်းချောင်း၊ ရန်ကုန်။

ငှားရမ်းသူ။ ။ ACK & CO Services Co.,Ltd ကိုယ်စား မန်နေဂျင်းဒါရိုက်တာ ဦးအောင်ချစ်ခင်  
၁၂/မရက(နိုင်) ၁၁၁၈၁၃  
၁၀၀၂၊ ပန်းခြံတဝါ၊ မြေနီကုန်း၊ ဓမ္မစေတီလမ်း၊ စမ်းချောင်း၊ ရန်ကုန်။

ငှားရမ်းသည့်မြေနှင့် အဆောက်အဦးတည်နေရာ

ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ မြေနီကုန်းတောင်ရပ်ကွက်၊ ဦးဝိစာရလမ်း၊ အမှတ် (၂၃၇) ရှိ 6 Storyed + Pant House R.C.C Building နှင့် အကျိုးခံစားခွင့်အရပ်ရပ်။

(အထက်အမည်ပါ ပိုင်ရှင်နှင့် ငှားရမ်းသူဟုဆိုရာတွင် ၎င်းတို့ကိုယ်တိုင်အပြင် ၎င်းတို့၏ မိသားစုဝင်များ၊ အမွေစားအမွေခံများ၊ အခွင့်ရကိုယ်စားလှယ်များ၊ တရားဝင်ကိုယ်စားလှယ်များအားလုံး ပါဝင်သည်ဟု မှတ်ယူရမည် ဖြစ်ပါသည်။)

၁။ ။ရန်ကုန်တိုင်းဒေသကြီး၊ စမ်းချောင်းမြို့နယ်၊ မြေနီကုန်းတောင်ရပ်ကွက်၊ ဦးဝိစာရလမ်း၊ အမှတ်(၂၃၇)ရှိ မြေနှင့် (၇)ထပ်တိုက်အဆောက်အဦးကို ပိုင်ရှင်ဖြစ်သူ ဦးလင်းထွန်းဦးမှ ၎င်းပိုင်ဆိုင်သောမြေနှင့် မြေပေါ်ရှိ (၇)ထပ်တိုက်အဆောက်အဦးနှင့် အကျိုးခံစားခွင့်အရပ်ရပ်အား ကာလတန်ဖိုးငွေကျပ် ကပ်လလျှင် ၇,၀၀၀,၀၀၀/- (ကျပ်ခုနစ်ဆယ်သိန်း) တိတိဖြင့် ငှားရမ်းရန် စကားကမ်းလှမ်းလာသဖြင့် ငှားရမ်းသူမှ ၎င်းတန်ဖိုးဖြင့်ငှားရမ်းရန်သဘောတူညီသောကြောင့် ယနေ့စာချုပ်ချုပ်ဆိုသည့် (၂၄-၀၇-၂၀၁၈) ရက်နေ့တွင် ငှားရမ်းခငွေကျပ် - ၈၄,၀၀၀,၀၀၀/- (ကျပ်ရှစ်ရာလေးဆယ်သိန်းတိတိ) အား တစ်နှစ်စာကျသင့်ငွေအဖြစ် သဘောတူခဲ့ကြပါသည်။ **ငါးရပ်းကလမှာ ၂၃.၈.၂၀၁၈ မှ ၂၂-၈-၂၀၁၉ ကထိဖြစ်ပါသည်။**

၂။ ။ငှားရမ်းသူမှ ငှားရမ်းခကို တစ်လလျှင် -၇,၀၀၀,၀၀၀/- (ကျပ်ခုနစ်ဆယ်သိန်း) ငှားရမ်းသူမှ ပေးချေရာ ပိုင်ရှင်မှလက်ခံရရှိပါကြောင်း ဝန်ခံကတိပြုပါသည်။ ပိုင်ရှင်မှ ငှားရမ်းသူသို့ ငှားရမ်းသည့်မြေနှင့်အဆောက်အဦးအား လွှဲပြောင်းပေးအပ်ရာ ငှားရမ်းသူမှ လက်ဝယ်လက်ခံရရှိပါကြောင်း ဝန်ခံကတိပြုပါသည်။

၃။ ။ပိုင်ရှင်နှင့် ငှားရမ်းသူတို့သည် ငှားရမ်းအသုံးပြုသည့်အခါအဆောက်အဦးအား ကျောင်းစာသင်ခြင်း၊ ရုံးမန်းဖွဲ့စည်းခြင်း တို့ဖြစ်သာ အသုံးပြုပါမည်ဟု ဝန်ခံကတိပြုပါသည်။

၄။ ။ပိုင်ရှင်မှ ငှားရမ်းခငွေပေါ်တွင် အခွန်အခယူခံရမည်ဆိုပါက ပိုင်ရှင်မှ ၎င်းအခွန်အားပေးဆောင်ရွက်ရမည်ဖြစ်ပြီး ငှားရမ်းသူမှ မိမိအသုံးပြုသော လျှပ်စစ်ဓာတ်အား စည်းကမ်းသတ်မှတ်ခွင့်နှင့် အခြားအခွန်အခများကို ပိုင်ရှင်မှ

REPUBLIC OF THE UNION OF MYANMAR

အခွန်တံဆိပ်ခေါင်း  
REVENUE STAMP

800


၅။ ပိုင်ရှင်သည် ၎င်းငှားရမ်းသည့် မြေနှင့်အဆောက်အဦးမှာ အမှန်တကယ်ပိုင်ဆိုင်ကြောင်း ဝန်ခံကတိပြုပြီး ငှားရမ်းသူအသုံးပြုနေသည့်ကာလအတွင်း တစ်စုံတစ်ယောက်က မြေပိုင်ဆိုင်မှု၊ အဆောက်အဦးပိုင်ဆိုင်မှုတို့နှင့် အငြင်းပွားဖွယ်ဖြစ်လာပါက ပိုင်ရှင်မှတာဝန်ယူဆောင်ရွက်ပေးမည်ဖြစ်ပြီး ငှားရမ်းကာလမကုန်ဆုံးမီ ငှားရမ်းအသုံးပြုသည့် အဆောက်အဦးအား ငှားရမ်းသူမှ အသုံးပြုခွင့်မရတော့ပါက ပိုင်ရှင်မှ ၎င်းရယူထားသော ငှားရမ်းခငွေအနက်မှ ငှားရမ်းသူအသုံးပြုနိုင်သည့်ကာလကိုထုတ်ပြီး ကျန်သည့်ငှားရမ်းခငွေကို တစ်လုံးတစ်ခဲတည်း ပြန်ပေးချေရန်နှင့် ငှားရမ်းသူအား နစ်နာမှုကိုပါ ဘာဝန်ယူဆောင်ရွက်ပေးမည်ဖြစ်ကြောင်း သဘောတူပါသည်။

၆။ ငှားရမ်းသူမှ ငှားရမ်းကာလကုန်ဆုံးသည့်အခါ ငှားရမ်းသည့်နေရာအား အသုံးမပြုတော့ဘဲ ပြန်လည်အပ်နှံသည့်အခါ မိမိနှင့်သက်ဆိုင်သည့်ပစ္စည်းများအား မိမိစရိတ်ဖြင့် ဖြုတ်သိမ်းဖယ်ရှားပေးပြီး မူလငှားရမ်းစဉ် အနေအထားအတိုင်း ပိုင်ရှင်သို့ ပြန်လည်ပေးအပ်မည် ဖြစ်ကြောင်း ဝန်ခံကတိပြုပါသည်။

၇။ အထက်ဖော်ပြပါ စာချုပ်၏စာပိုဒ်များပါ စာသားစကားရပ်များအားလုံးကို သတိကောင်း ချီ ကျန်းမာနေစဉ်အတွင်း နှစ်ဦးနှစ်ဖက် ကိုယ်တိုင်ဖတ်ရှုသိရှိ နားလည်သဘောတူညီကြပြီး မည်သူကမျှ တစ်စုံတစ်ရာခြမ်းခြောက်မှု၊ အကြပ်ကိုင်မှုတစ်စုံတစ်ရာ အလျဉ်းမရှိပါသောကြောင့် မိမိတို့၏လွတ်လပ်သော သဘောဆန္ဒများအရ အောက်ပါအသိသက်သေများရှေ့ မှောက်တွင် လက်မှတ်ရေးထိုး ချီ ဤ "နှစ်ဦးသဘောတူ မြေနှင့်အဆောက်အဦး ငှားရမ်းခြင်းကတိစာချုပ်ကို" ပြုလုပ်ချုပ်ဆိုကြပါသည်။

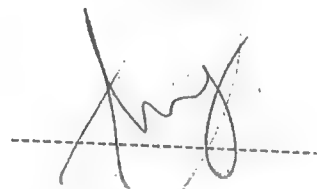
ပိုင်ရှင်

ငှားရမ်းသူ



ဦးလင်းထွန်းဦး (ဘ) ဦးတင်မောင်ဦး

၁၂/စခန (နိုင်) ၀၄၅၃၉၇



ဦးအောင်ချစ်ခင် (ဘ) ဦးချစ်ခင်

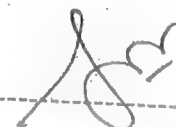
၁၂/မရက (နိုင်) ၁၁၁၈၁၃

အသိသက်သေ

၁။ 

၂။ 

၃။ 

၂။ 

အောင်ကျော်ဌေး

၄/တတန(နိုင်) ၁၀၇၂၈၃၈

အချောင်းလစဉ်ငွေသွင်းချလန်

MD-010155

ပေးသွင်းသူလိုပြန်ပေးရန်ဖြတ်ပိုင်း)

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

၁၈ရက်စွဲ ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေ ပုဒ်မ ၃၈  
၉ အရ နိုင်ငံအားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့်  
အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိပါသည်။  
ဒေါ်နွယ်မင်းစိုး

အခွန်ထမ်းလုပ်ငန်းမှတ်ပုံတင်အမှတ် 5% ကသ/271/အခြားရ

အခွန်ထမ်းအမည်နှင့် လိပ်စာ ဦးလင်းထွန်းဦး

အမှတ်(၂၃၇)ဦးဝိစာရလမ်း၊မြေဧရိယာ(တောင်)ရပ်ကွက်၊စမ်းချောင်း

ကုန်သွယ်လုပ်ငန်းခွန်ဥပဒေပုဒ်မ ၁၂ အရ ၂၀၁၉-၂၀၂၀ ခုနှစ် ဇူလိုင်လ

အတွက်ပေးသွင်းငွေ(ဂဏန်းဖြင့်) ၄၂၀၇၀၀၀

(စာဖြင့်) လေးသန်းနှစ်သိန်း ကျပ်

ပေးသွင်းသဖြင့် လက်ခံရရှိပါသည်။

ACK & Co Services Co. Ltd

ရက်စွဲ) 25-Jul-2018

၁၇၆

ဘဏ်မန်နေဂျာ

42000000  
ဘဏ်စာအုပ်

အခွန်ဆောင်ထားနိုင်ငံသား  
လေးစားသမှုတိုက်ရိုက်ဖြု

အက်(ဖ)အမှတ်(၅) ဝမ်းချောင်း  
07/07/2018 Kyimyinda  
Rec No : 6691314:07:32 3  
A/c No တံဆိပ်ခေါင်းခွန် ငွေလွှဲချလန်  
Ch. No : (123)  
Open Amt K:1221067721.00  
တံဆိပ်ခေါင်းခွန်အမှတ် MD-010155  
Close Bal K:1221487721.00

မန်နေဂျာ ဘဏ်နှင့်မြို့။  
မြန်မာစီးပွားရေးဘဏ်(ကြည့်မြင်တိုင်)  
ငွေတိုက်ခွဲအရာရှိ ကြည့်မြင်တိုင် မြို့။

ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်  
ACK&CO SERVICES က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)  
CO.,LTD

လေးသိန်းနှစ်သောင်း ကျပ်တိတိ  
(ဂဏန်းဖြင့်) ၄၂၇၀၀၀/-  
လက်ခံပါမည့်အကြောင်း။

ရောင်းချရင်း မြို့။  
25-07-2018 နေ့စွဲ။ ပေးသွင်းသူ၏ တံဆိပ်ခေါင်းထုတ်ပေးသည့်  
လက်မှတ် ပြည့်သူ့ဝန်ထမ်း၏ လက်မှတ်

123  
ပေးသွင်းငွေကို လက်ခံရရှိပါသည်။  
မန်နေဂျာ 4200000 ဘဏ်နှင့်မြို့။  
ငွေတိုက်ခွဲအရာရှိ မြို့။  
[ကျောဘက်သို့ကြည့်ပါ ]။

၂။ ချေးငွေလစဉ်ငွေသွင်းချလန်

MD-010155

၂။ သွင်းသည့် ပြန်ပေးရန် ဖြတ်ဖိုင်း

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

၁။ အခွန် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေ ပုဒ်မ ၈၈  
၉ အရ နိုင်ငံခြားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့်  
အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

ခေါ်ယူမှုစံနှုန်း

အခွန်ထမ်းလုပ်ငန်းမှတ်ပုံတင်အမှတ် 5% ကသ/271/အခြားရုံး

အခွန်ထမ်းအမည်နှင့် လိပ်စာ ဦးလင်းထွန်းဦး

အမှတ်(၂၃၇)ဦးဝိစာရလမ်း၊ မြေနီကုန်း (တောင်) ရပ်ကွက်၊ စမ်းချောင်း

ကုန်သွယ်လုပ်ငန်းခွန်ဥပဒေပုဒ်မ ၁၂ အရ ၂၀၁၉-၂၀၂၀ ခုနှစ် ဧပြီလ

အတွက် ပေးသွင်းငွေ (ဂဏန်းဖြင့်) ၅၂၀၇၀၀၀

(စာဖြင့်) လေးသိန်းနှစ်သိန်း ကျပ်

သွင်းသဖြင့် လက်ခံရရှိပါသည်။

ACK & Co Services Co., Ltd

ရက်စွဲ 25-Jul-2018

၁၇၆

ဘဏ်မန်နေဂျာ

42000000

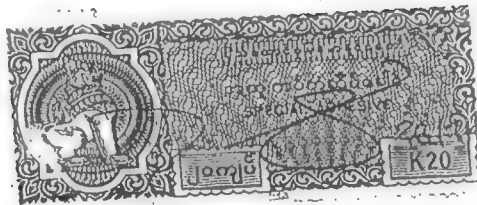
ဘဏ်စာအိတ်

အခွန်ဆောင်ထားနိုင်ငံသား  
လေးစားသမှုတိုက်ရိုက်ပြု

အသိုက်သီးခြားစာရင်းစဉ်  
သက်တမ်းစဉ်  
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07/25/2018 Kyimyinda  
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Ch. No : (125)  
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[SF]-CRCH K:4200000.00  
Close Bal K:1227367721.00



မူရင်း

# မြေငှားစာချုပ်

မြေငှားစာချုပ်  
အမှတ် ၁၀၁၀  
ရက်စွဲ ၁၉၇၁ ခုနှစ်၊ ဇန်နဝါရီလ ၁၀ ရက်

၁၀၁၀ ခုနှစ်၊ (မြေငှား) အမှုတွဲ အမှတ် ၁၁၂၄-၇၀/၁၀၁၀ အရ၊ ထုတ်ပေးသည်။

ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရ၊ ဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြို့၊ ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန (နောင်တွင် အများပိုင်ကုမ္ပဏီ) ကို ရည်ညွှန်းသည်။ "အငှားချထားသူ" ဆိုသည် စကားရပ်တွင် မြို့၊ ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာနနှင့် အဆိုပါဌာနကို ဆက်ခံသူများ၊ အဆိုပါဌာနက လွှဲအပ်သူများလည်း ပါဝင်သည်။ )

မြို့နယ်၊ ဦး အောင် ၏၊ သား ဖြစ်သော သမီး ဖြစ်သော အမျိုးသားမှတ်ပုံတင်အမှတ် ၁၁၂၄-၇၀/၁၀၁၀ (နောက်တွင် "အငှား စာချုပ်ရသူ" ဟု ရည်ညွှန်းသည်။) တို့ ၃၃ ခုနှစ်၊ ၁၉၇၁ ခုနှစ်၊ ဇန်နဝါရီလ ၁၀ ရက်နေ့၊ ၁၉၇၁ ခုနှစ်၊ ၁၆ ရက်) တွင် အောက်ပါအတိုင်း မြေငှားစာချုပ်-ချုပ်ဆိုကြသည်။

အငှား စာချုပ်ရသူက နောက်တွင် သတ်မှတ်ထားသည့် မြေငှားခကို ပေးဆောင်ရန် သဘောတူသောကြောင့် လည်းကောင်း၊ နောက်တွင် ငါ့အဖို့ ပစ္စည်းများကို ရရှိသောကြောင့်လည်းကောင်း၊ အောက်ပါဇယား၌ ဖော်ပြထားသော မြေကွက် အားလုံးကို ထိုမြေကွက်နှင့် သက်ဆိုင်သော ပစ္စည်းများ၊ ဝင်-ထွက် သွားလာနိုင်ခွင့်၊ စသော သက်သာခွင့်များနှင့် အခြား အခွင့်အရေးများနှင့် တကွ အငှားချထားသူက အငှားစာချုပ်ရသူအား ဤစာချုပ်ဖြင့် အငှားချထားသည်။ အဆိုပါမြေကွက်အတွင်း မြေပေါ်မြေအောက်ရှိ သတ္တုတွင်းများ၊ ဓာတ်သတ္တုတွင်းများ၊ မြေမြှုပ်ဘူတာများ၊ ကျောက်မီးသွေး၊ ရေနံနှင့် ကွာရီ (Quarries) တွင် တည်ရှိသည့် သတ္တုစာချုပ်ဖြင့် အငှားချထားခြင်းကို ခံယူရမည်။ ထိုသို့ ရွာဖွံ့ဖြိုးရေးအဖွဲ့မှ သယ်ဆောင်ရာ၌ အဆိုပါမြေကွက်၏ မျက်နှာပြင်ကို နောက်ပြန် ပျက်စီးစေရန်မရ။ အငှားစာချုပ်ရသူအား သင်တော်သော လျော်ကြေးကို အငှားချထားသူက ပေးရမည်။ ထိုလျော်ကြေးနှင့် စပ်လျဉ်း၍ အခြားဖြစ်ပွားသော လျော်ကြေးကို တည်ဆဲမြေသိမ်း အက်ဥပဒေ၏ သို့တည်းမဟုတ် စည်းမျဉ်းဥပဒေများ၏ ပြဌာန်းချက်နှင့်အညီ ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရ ဆောက်လုပ်ရေးဝန်ကြီးဌာန မြို့၊ ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးရေးဦးစီးဌာန၏ ညွှန်ကြားရေးမှူးချုပ်က ဆုံးဖြတ်ရမည်။

ထို့ကြောင့် ဤစာချုပ်-ချုပ်ဆိုသည် ၁၆-၁၁-၁၀၁၀ နေ့မှစ၍ နှစ်ပေါင်း ခြောက်ဆယ်ကာလ အပိုင်းအခြား အတွက် လက်ရှိထားရှိသော အငှားစာချုပ်ရသူအား အဆိုပါမြေကွက်ကို အငှားချထားသည်။

နှစ်ပေါင်း ၆ ခြောက်ဆယ် မြေငှားစာချုပ် ကာလအပိုင်းအခြားတွင် ၁၀၁၅ ခုနှစ် ၁၉၈၀ ခုနှစ်၊ ဧပြီလ ၁၀ ရက်နေ့၊ ကုန်ဆုံးသည် ပထမ တစ်ဆယ်ငါးနှစ်အတွင်းတွင် ကျပ် ၈၀ ပြား

( ၈၀ ) တိတိကို နေနှုတ်ရန် ၁-ရက်နေ့မှ စသည် သုံးလပတ် အတွက် နေနှုတ်ရန် ၁-ရက်နေ့တွင် လည်းကောင်း၊ ဧပြီလ ၁-ရက်နေ့မှ စသည် သုံးလပတ် အတွက် ဧပြီ ၁-ရက်နေ့တွင် လည်းကောင်း၊ ဇူလိုင်လ ၁-ရက်နေ့မှ စသည် သုံးလပတ် အတွက် ဇူလိုင်လ ၁-ရက်နေ့တွင် လည်းကောင်း၊ အောက်တိုဘာလ ၁-ရက်နေ့မှ စသည် သုံးလပတ် အတွက် အောက်တိုဘာလ ၁-ရက်နေ့တွင် လည်းကောင်း၊ ကြိုတင် ပေးဆောင်ရမည့် အဆိုပါ နှစ်ခြောက်ဆယ်ကာလအပိုင်းအခြား၏ ဒုတိယတစ်ဆယ်ငါးနှစ်နှင့် တတိယတစ်ဆယ်ငါးနှစ်၊ စတုတ္ထတစ်ဆယ် နှစ်အတွက် အဆိုပါ ပြဌာန်းထားသည့် နည်းလမ်းအတိုင်း အငှားချထားသူအား သတ်မှတ်သည့် မြေငှားခများကို အငှားစာချုပ်ရသူက ပေးဆောင်ရမည်။

အငှားစာချုပ်ရသူ

၁။ အငှားစာချုပ်ရသူသည် အငှားချထားသူအား အောက်ပါအတိုင်း ပဋိညာဉ်ခံချက် ပြုလုပ်သည်။

(က) အထက်၌ မြေငှားခကိုပေးဆောင်ရန် သတ်မှတ်ထားသည့် နေ့ရက်များတွင် သတ်မှတ်ထားသည့် နည်းလမ်းအတိုင်း အဆိုပါမြေငှားခနှင့် အဆိုပါမြေကွက်ပေါ်၌လည်းကောင်း၊ ထိုမြေကွက်ပေါ်တွင် ဆောက်လုပ်ထားသော အဆောက်အအုံပေါ်၌ သော်လည်းကောင်း၊ အငှားစာချုပ်ရသူအပေါ်၌လည်းကောင်း အဆိုပါ နှစ်ခြောက်ဆယ် ကာလအပိုင်းအခြားအတွင်း စည်းကြပ်လတ္တံ့ ပြစ်သော အခွန်အတုတ်အားလုံးကို ပေးဆောင်ရန်။

(ခ) ဤစာချုပ်ချုပ်ဆိုသည့်နေ့မှ ၆-လအတွင်း စတင်ဆောက်လုပ်၍ နှစ်နှစ်အတွင်း အဆိုပါမြေကွက်ပေါ်၌ ကောင်းမွန် ခိုင်ခံ့သော လူနေအိမ်၊ ဒေသန္တရအာဏာပိုင်နှင့် သက်ဆိုင်သည့်တရားဥပဒေများ ၎င်း အညီ၊ ပြီးစီးအောင်ဆောက်လုပ်ရန်နှင့် ထိုလူနေ အိမ်သည်တို့ကို အဆိုပါနှစ်ပေါင်းခြောက်ဆယ်ကာလ အပိုင်းအခြားအတွင်း ပြုပြင်မွမ်းမံထားရှိရန်။

(ဂ) အဆိုပါမြေကွက်တည်ရှိသော ရပ်ကွက်၌ သက်ဆိုင်ရာဒေသန္တရအာဏာပိုင်များက မိလ္လာပိုက်နှင့် ရေပိုက်များ ချထားလျှင်၊ ဒေသန္တရအာဏာပိုင်နှင့် သက်ဆိုင်သည့်တရားဥပဒေနှင့်အညီ အဆိုပါမြေကွက်ပေါ်၌ ဆောက်လုပ်ထားသော အဆောက်အအုံများကို ထိုမိလ္လာပိုက်၊ ရေပိုက်များနှင့် ဆက်သွယ်ရန်။

(ဃ) သက်ဆိုင်သော ဒေသန္တရအာဏာပိုင်က ခွင့်ပြုသော အဆောင်ခွဲနှင့် အလုပ်သမားတန်းလျားများမှအပ အဆိုပါ မြေကွက်ပေါ်၌ အဆောက်အအုံတစ်ခုထက်ပို၍ မဆောက်လုပ်ရန်။


(င) အငှားချထားသူ၏ စာဖြင့် သဘောတူညီချက်ကို ကြိုတင်မရရှိဘဲ၊ နှစ်ပေါင်းခြောက်ဆယ်ကာလအပိုင်းအခြား အတွင်းအဆိုပါမြေကွက်ကို လူနေအိမ်ဆောက်လုပ်ရန်အတွက် မှတ်ပေါ်၊ အခြားကိစ္စအတွက် အသုံးမပြုရန်နှင့် အဆိုပါ မြေကွက်ပေါ် တွင် ဆောက်လုပ်သည့် လူနေအိမ်ကို လူနေအိမ်အဖြစ်မှ တစ်ပါး အခြားနည်း အသုံးမပြုရန်။

(စ) အငှားချထားသူ၏ စာဖြင့် ကြိုတင်သဘောတူညီချက်မရရှိဘဲ၊ စာချုပ်ပါမြေကို ခွဲခြမ်းခြင်းမပြုရသည်ပြင် ၎င်းမြေ တစ်စိတ်တစ်ဒေသကိုလည်း လွှဲပြောင်းခြင်း၊ တစ်ဆင့်ငှားရမ်းခြင်း၊ လက်လွှတ်ခြင်းများမပြုလုပ်ရ။

(ဆ) ဤစာချုပ်နှင့်စပ်လျဉ်း၍ မည်သည့်ကိစ္စအတွက်မဆို၊ အဆိုပါမြေကွက်သို့ဖြစ်စေ၊ အဆိုပါမြေကွက်ပေါ်တွင် ဆောက်လုပ်ထားသောအဆောက်အအုံသို့ဖြစ်စေ၊ နှစ်ပေါင်းခြောက်ဆယ်ကာလအပိုင်းအခြားတွင် ပြည်ထောင်စုမြန်မာနိုင်ငံတော် အစိုးရ ဆောက်လုပ်ရေး ဝန်ကြီးဌာန၊ မြို့၊ ရွာနှင့် အိုးအိမ်ဖွံ့ဖြိုးဦးစီးဌာန၊ ညွှန်ကြားရေးမှူးချုပ်၏ အမိန့်အရ ဆောင်ရွက်သူများအား နေခင်း သင့်တော်သည့် အချိန်များတွင် ဝင်ရောက်ခွင့်ပြုရန်။

(ဇ) ဤစာချုပ်အရ အငှားချထားသည့် နှစ်ပေါင်းခြောက်ဆယ်ကာလ အပိုင်းအခြား ကုန်ဆုံးသောအခါ အဆိုပါမြေကွက် တည်ရှိသည့် အဆောက်အအုံ၊ ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်းမပါဝင်စေဘဲ၊ အဆိုပါမြေကွက်ကို အငှားချထားသူအား အေးဆေးစွာပြန်လည်ပေးအပ်ရန်။ သို့ရာတွင် အငှားချထားသူက အပို ၂-အရ အဆိုပါမြေကွက်ကို ပြန်လည်သိမ်းယူပြီး စာချုပ်ကိုရပ်စဲလျှင် အဆိုပါမြေကွက်နှင့် ထိုမြေကွက်ပေါ်တွင်တည်ရှိသည့် အဆောက်အအုံ ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ် ထားသောပစ္စည်းများကို အငှားစာချုပ်ရသူက အငှားချထားသူအား အေးဆေးစွာ ပြန်လည်ပေးအပ်ရန်။

## အပို ပဋိညာဉ်ခံချက်များ

ဖော်ပြပါ မြေငှားခနှုန်းသည် ယာယီမျှသာဖြစ်၍  ခုနှစ် အတွင်းတွင် ဖြစ်စေ ထိုနောက် အချိန်ကာလတွင် ပြန်လည်ပြင်ဆင်သင့်က ပြင်ဆင်စည်းကြပ်ရန် ဖြစ်သည်။

၂။ အဆိုပါ မြေငှားခကို တောင်းဆိုသည်ဖြစ်စေ၊ မတောင်းဆိုလည်ဖြစ်စေ၊ ကြိုတင်ပေးဆောင်ရမည့် သုံးလပတ်အတွက် မြေငှားခကို သို့တည်းမဟုတ် ၎င်း၏ အစိတ်အပိုင်းကို ထိုသုံးလပတ်၏ ဒုတိယလ ဦးပိုင်းတွင် မပေးဆောင်သဖြင့် မြေငှားခ မပြေ ကျန်ရှိလျှင် သို့တည်းမဟုတ် အငှားစာချုပ်ရသူသည် အထက်တွင် ဖော်ပြပါရှိသည့် ပဋိညာဉ်ခံချက်များ အတိုင်း လိုက်နာဆောင်ရွက် ရန် ပျက်ကွက်လျှင် ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရ ဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြို့၊ ရွာနှင့်အိုးအိမ် ဖွံ့ဖြိုးရေးဦးစီးဌာန၏ ညွှန်ကြားရေးမှူးချုပ်သည် အဆိုပါ မြေငှားခကို ရယူရန် ချက်ချင်း အမှုဖွင့်နိုင်သည်။ ထို့ပြင် သို့တည်းမဟုတ် ယခင်က ပဋိညာဉ်ခံ ချက် ပျက်ကွက်ခြင်းအတွက် အရေးယူပိုင်ခွင့်ကို ဖြစ်စေ၊ အဆိုပါမြေကွက်ပြန်လည်သိမ်းယူနိုင်ခွင့်ကို ဖြစ်စေ စွန့်လွှတ်ခဲ့စေကာမူ ဤစာချုပ်ကို ပယ်ဖျက်၍ အဆိုပါ မြေကွက်နှင့် ထိုမြေကွက်ပေါ်တွင် တည်ရှိသော အဆောက်အအုံများ၊ ထိုအဆောက်အအုံများနှင့် အမြဲတွယ် ကပ်ထားသော ပစ္စည်းများကို သိမ်းယူနိုင်သည်။



၃။ အငှားချထားသူသည် အငှားစာချုပ်ရသူအား အောက်ပါအတိုင်း ပဋိညာဉ်ခံချက် ပြုလုပ်သည်။

(က) အပိုဒ် ၂-အရ၊ ဤစာချုပ်ကို ပယ်ဖျက်ကြောင်း နို့.တစ်စာကို အငှားချထားသူက မိမိ သင့်လျော်သည်ဟု ထင်မြင်သည် နည်းလမ်းအတိုင်း အငှားဂရန် ရသူ၏ နောက်ဆုံး သိရှိရသော လိပ်စာတပ်ပြီး ရေစစ္စကြပြုလုပ်၍ စာပို့တိုက်မှ ပေးပို့နိုင်သည်။ သို့တည်းမဟုတ် ဆိုခဲ့သည်အတိုင်း လိပ်စာတပ်၍ နို့.တစ်စာကို အဆိုပါမြေကွက်၊ အဆောက်အအုံ စသည့် ပစ္စည်းများ၏ ထင်ရှား၍ လူအများမြင်သာသောနေရာတွင် ကပ်ထားနိုင်သည်။ အဆိုပါ နို့.တစ်စာကိုပြဆိုသည်နည်းလမ်းအတိုင်းပိုခြင်း၊ ကပ်ထားခြင်း ပြုလုပ်ပြီးနောက် ရက်ပေါင်း ခြောက်ဆယ်အတွင်း အငှားစာချုပ် ရသူက အဆိုပါ ညွှန်ကြားရေးမှူးချုပ်အား မပြောကျွန်ရှိနေသေးသော မြေငှားခကို ဤစာချုပ်ပယ်ဖျက်ခြင်း သို့တည်းမဟုတ် အဆိုပါမြေကွက် ပြန်လည်သိမ်းယူခြင်း၊ သို့တည်းမဟုတ် အဆိုပါမြေကွက်ကို ပြန်လည် အငှားချထားခြင်းနှင့် စပ်လျဉ်း၍ အငှားချထားသူက ကုန်ကျသောစရိတ် အားလုံးနှင့်တကွ အဆိုပါ ညွှန်ကြားရေးမှူးချုပ်သို့ ပေးဆောင်လျှင်သော်လည်းကောင်း၊ အခြားပဋိညာဉ်ခံချက် တစ်ခုခုနှင့် စပ်လျဉ်း၍ ပျက်ကွက်သည်အတွက် နစ်နာမှုကို ပပျောက်စေရန် အဆိုပါ ညွှန်ကြားရေးမှူးချုပ် ကျေနပ်လောက်အောင် ဆောင်ရွက်လျှင် လည်းကောင်း အငှားချထားသူက ဤစာချုပ်ပါ ပဋိညာဉ် ခံချက်များအတိုင်း နှစ်ပေါင်းခြောက်ဆယ် ကာလအပိုင်းအခြား၏ ကျန်ရှိနေသေးသော ကာလအပို အဆိုပါမြေကွက်နှင့် ပြန်လည် သိမ်းယူသည့်အချိန်တွင် ထိုမြေကွက်ပေါ်၌ တည်ရှိနေသော အဆောက်အအုံ၊ ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်းများကို လက်ရှိ ထားနိုင်စေခြင်းငှာ အငှားစာချုပ်ရသူအား ပြန်လည်ပေးအပ်ရန်။ သို့.ရာတွင် မီးကြောင့်သော်လည်းကောင်း၊ အခြား အကြောင်း ဖြစ်ရခြင်းကြောင့်သော်လည်းကောင်း ပျက်စီးရသည့် အဆောက်အအုံ သို့.တည်းမဟုတ် ထိုအဆောက်အအုံနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်းများကို ပြန်လည် ပေးအပ်ရန် အငှားချထားသူ၌ တာဝန်မရှိသည်အပြင် ယင်းသို့ ပြန်လည်သိမ်းယူ သည့်အခါက ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြို့.ရွာနှင့်အိုးအိမ်ဖွံ့.ဖြိုးရေးဦးစီးဌာန၏ အမှုထမ်း များ သို့တည်းမဟုတ် ကိုယ်စားလှယ်များ၏ ပျက်လိုပျက်ဆီးပြုလုပ်မှုကြောင့် ဆုံးရှုံးပျက်စီးခြင်းအတွက်မှတစ်ပါး အဆိုပါမြေကွက် ပေါ်တွင် ဖြစ်စေ၊ အထဲတွင်ဖြစ်စေ တည်ရှိသော အဆောက်အအုံနှင့် အခြားပစ္စည်းများ၏ တန်ဖိုးယုတ်လျော့ခြင်း၊ ပြုပြင်မှုကင်းမဲ့ခြင်း၊ သို့တည်းမဟုတ် ပျက်ဆီးယိုယွင်းခြင်းအတွက် ပြည်ထောင်စုမြန်မာနိုင်ငံတော်အစိုးရဆောက်လုပ်ရေးဝန်ကြီးဌာန၊ မြို့.ရွာနှင့်အိုးအိမ်ဖွံ့.ဖြိုးရေးဦးစီးဌာန၌ တာဝန်မရှိစေရန်။

(ခ) အပိုဒ် ၂-အရ၊ ဤစာချုပ်ကို ပယ်ဖျက်ပြီး မဟုတ်လျှင်လည်းကောင်း၊ အငှားစာချုပ်ရသူက နှစ်ပေါင်းခြောက်ဆယ် ကာလအပိုင်းအခြား ကုန်ဆုံးသည်အထိ အဆိုပါမြေငှားခကို ပြေလည်အောင် ပေးဆောင်၍ ဤစာချုပ်ပါ မိမိပြုလုပ်သည့် ပဋိညာဉ်ခံ ချက်များအတိုင်း လိုက်နာဆောင်ရွက်လျှင်လည်းကောင်း အငှားစာချုပ်ရသူသည် အဆိုပါမြေကွက်ပေါ်တွင် တည်ဆောက်တွယ်ကပ် ထားသော အဆောက်အအုံများ၊ ထိုအဆောက်အအုံများနှင့် အမြဲတွယ်ကပ်ထားသော ပစ္စည်းများကို အဆိုပါကာလအပိုင်းအခြားမကုန် မီ ခြောက်လအတွင်း ပျက်သိမ်းသယ်ယူ ခန့်ခွဲနိုင်သည်။ သို့ရာတွင် ထိုသို့ သယ်ယူခြင်းကြောင့် အဆိုပါမြေကွက်ပျက်စီးယိုယွင်းခဲ့ လျှင် ထိုမြေကွက်ကို မူလအခြေအနေအတိုင်းရှိအောင် ပြုပြင်ပေးရန်။

(ဂ) ( ၁၀၄၈ ) ခုနှစ်၊ ဇွန်လ ၁၅ ရက်နေ့မှစ၍ ပထမတစ်ဆယ့်ငါးနှစ် ကုန်ဆုံး သို့.အခါ ဒုတိယတစ်ဆယ့်ငါးနှစ်အတွက် ရန်ကုန်စည်ပင်သာယာရေး မြေနည်းဥပဒေ ၂၄-အရ စည်းကြပ်သော သုံးလပတ်မြေငှားခကို နည်းကောင်း၊ ဒုတိယတစ်ဆယ့်ငါးနှစ်ကုန်ဆုံးသည်အခါ တတိယတစ်ဆယ့်ငါးနှစ်အတွက် အဆိုပါ နည်းဥပဒေ ၂၄-အရ စည်းကြပ်သော သုံးလပတ်မြေငှားခကိုလည်းကောင်း၊ တတိယတစ်ဆယ့်ငါးနှစ်ကုန်ဆုံးသည်အခါ စတုတ္ထတစ်ဆယ့် ငါးနှစ်အတွက် အဆိုပါနည်းဥပဒေ ၂၄- အရ စည်းကြပ်သောသုံးလပတ်မြေငှားခကိုလည်းကောင်း အငှားစာချုပ်ရသူက အငှားချထားသူအား ပေးဆောင်ရန်။ အကယ်၍ အထက်ပါနည်းလမ်းအတိုင်း မြေငှားခကို ပြန်လည်စည်းကြပ်ခြင်းမပြုလျှင် အငှားစာချုပ်ရသူသည် ဤအပိုဒ်ခွဲတွင်ပြဌာန်းထား သည့်နည်းလမ်းအတိုင်း မြေငှားခကို ပြောင်းလဲခြင်းမပြုမီ သတ်မှတ်ထားသည့် စည်းကြပ်ဆဲသုံးလပတ်မြေငှားခကို ဆက်လက်ပေး ဆောင်ရန်။

(ဃ) ဤစာချုပ်ပါအခြားပြဌာန်းချက်များတွင် ဆန့်ကျင်လျက်မည်သို့ပင်ပါရှိစေကာမူ ဤစာချုပ် ချုပ်ဆိုသည့်နေ့မှစ၍ ပထမနှစ်ပေါင်းသုံးဆယ်အတွင်း သတ်မှတ်ထားသော သို့တည်းမဟုတ် ပြန်လည်စည်းကြပ်သောမြေငှားခကို ပြေလည်အောင် ပေး ဆောင်ခဲ့သောကြောင့် လည်းကောင်း၊ ပြုလုပ်ထားသည့်ပဋိညာဉ်ခံချက်များကို မပျက်မကွက်လိုက်နာဆောင်ရွက်ခဲ့သောကြောင့် လည်းကောင်း သတ်မှတ်ထားသော သို့တည်းမဟုတ် ပြန်လည်စည်းကြပ်သောသုံးလပတ် မြေငှားခဖြင့်နောက်ထပ် နှစ်ပေါင်း သုံးဆယ်အတွက် ဆက်လက်၍ အဆိုပါမြေကွက်ကို ငှားရမ်း မြေငှားစာချုပ် အသစ် ချုပ်ဆိုရန် သဘောတူကြောင်း အဆိုပါ ပထမ နှစ်ပေါင်းသုံးဆယ်မပြည့်မီ အနည်းဆုံးခြောက်လကြာတင်၍ အငှားရသူက အငှားချထားသူအား စာဖြင့် အကြောင်းကြား ရမည်။ အကြောင်းကြားစာနှင့်အတူ ပထမမြေငှားစာချုပ်ကိုပေးအပ်လျှင် ထိုအကြောင်းကြားစာရှိသည့်နေ့မှ ခြောက်လအတွင်း နောင် နှစ်ပေါင်းသုံးဆယ်အတွက် ပထမမြေငှားစာချုပ်ပါ ပဋိညာဉ်ခံချက်များနှင့်ဖြစ်နိုင်သမျှ တူညီသည့် ပဋိညာဉ် ခံချက်များပါရှိသည့် မြေငှားစာချုပ် အသစ်ကို အငှားစာချုပ်ရသူ၏ စရိတ်ဖြင့် အငှားချထားသူက ထုတ်ပေးရန်။ အကယ်၍ မြေငှားခကို သတ်မှတ်ခြင်းမရှိသေးလျှင် ပထမမြေငှားစာချုပ်အရ နောက်ဆုံးပေးဆောင်ခဲ့ရသော သုံးလပတ်မြေငှားခကို အငှားစာချုပ်ရသူက ပေးဆောင်ရန်။

4. 9. 12. 8

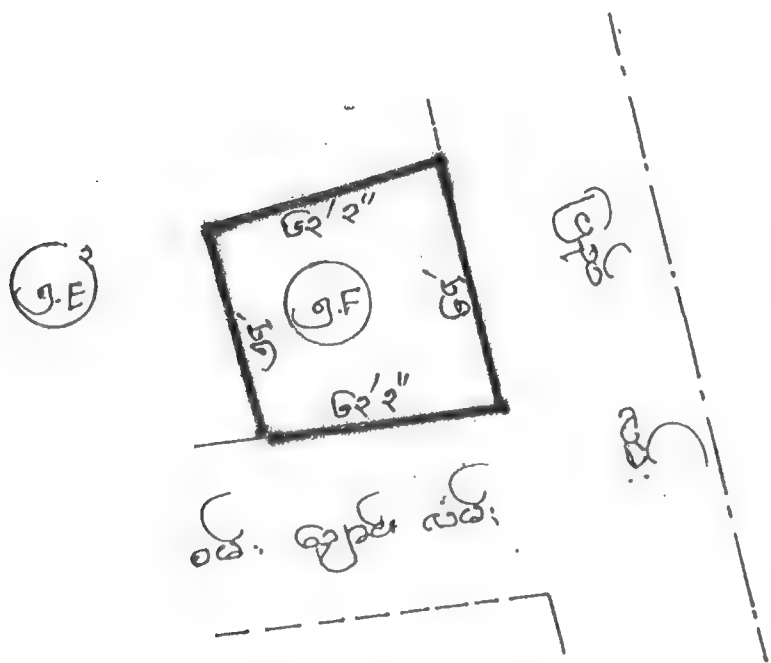
ရန်ကုန်မြို့တော် မူရင်း

အိုးဆိပ်ပုံစံ

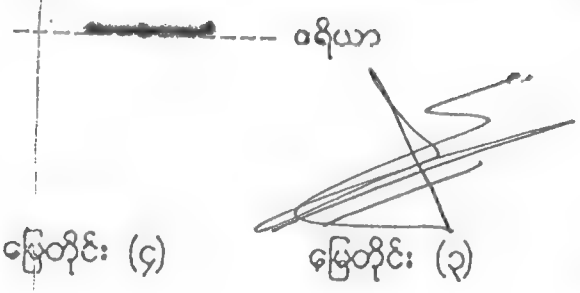
အက်စ် - ၂၂

စမ်းချောင်းမြို့နယ် လှနေရပ်ကွက် အမှတ် ၂၂ မြို့တိုင်ရပ်ကွက်အမှတ် ၂၂ မှ မြေကွက်အမှတ် ၅-အက်စ် ၆ ဖြစ်

၁ - လက်မလျှင် ၁၀၀ ပေ စကေး

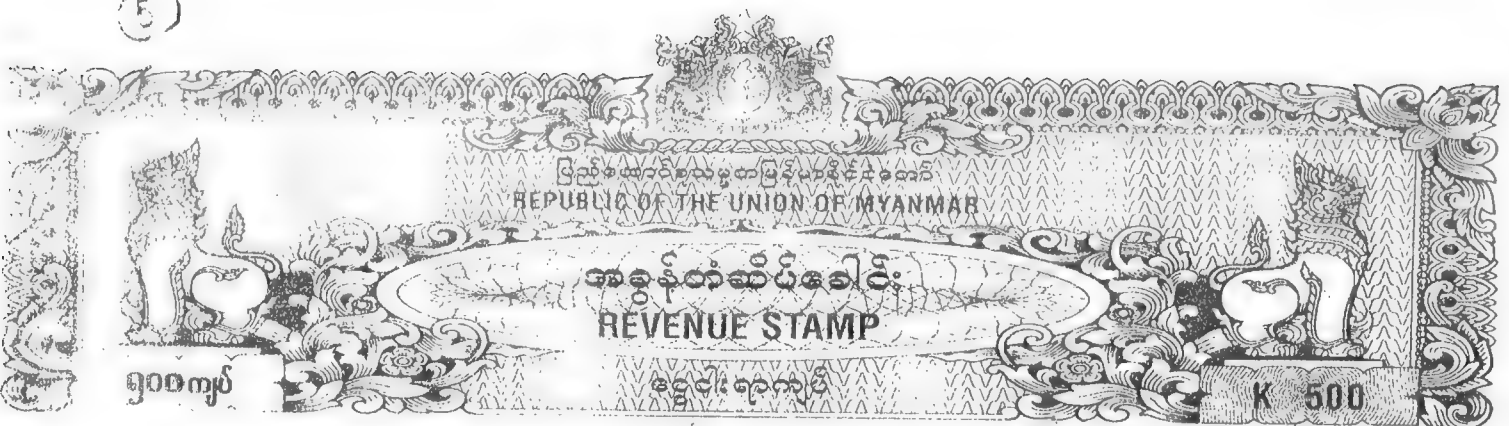


ရည်ညွှန်းချက်



စတုရန်းပေ ၃၉၂၀-၅  
ကေ ၀.၀၉၉

ဒုတိယညွှန်ကြားရေးမှူး  
မြေတိုင်းရွာနွဲ့  
မြို့စာနှင့်အိုးဆိပ်မြို့ရေးဦးစီးဌာန

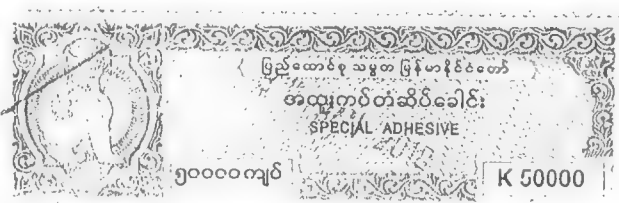
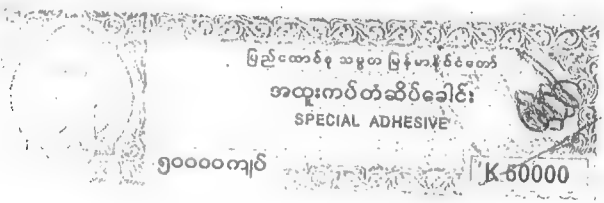


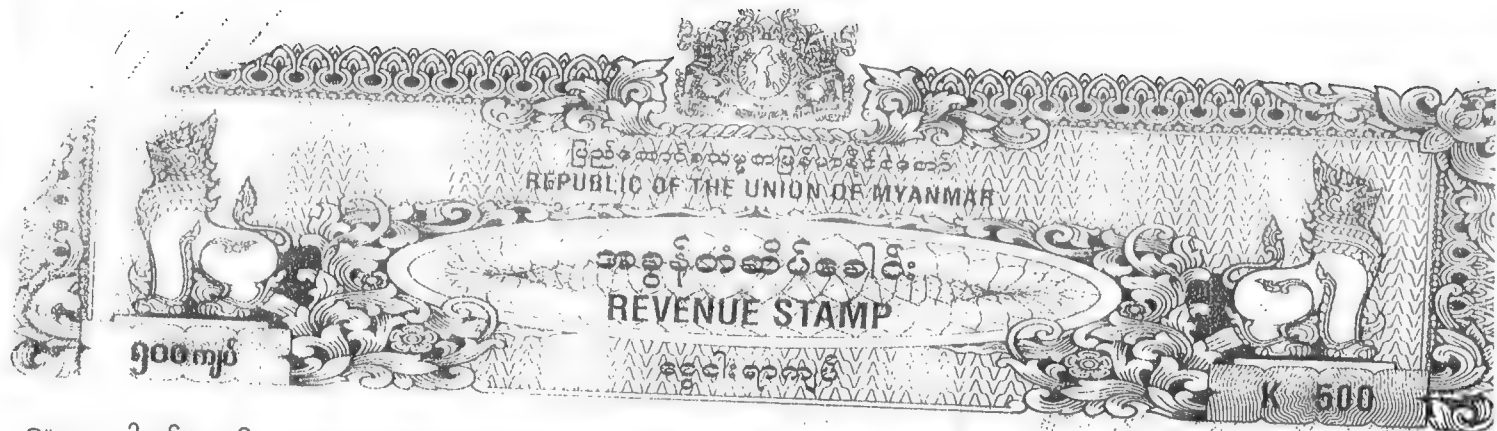
"နှစ်ဦးသဘောတူ အဆောက်အအုံ ငါးရမ်းခြင်းအတွက် ကတိစာချုပ်"

Pyaw Campus

ရက်စွဲ။ ။ ၂၀၁၈-ခုနှစ်၊ ဖေဖော်ဝါရီလ (၁)ရက်

- ၁။ ရန်ကုန်မြို့၊ ဗဟန်းမြို့နယ်၊ ရွှေတောင်ကြား(၂)ရပ်ကွက်၊ ကမ္ဘောဇလမ်း အမှတ်(၁၉D2)နေ ဒေါ်ခင်ခင်ဝင်း၊ ၁၂/လသန(နိုင်)ဂပဂ၄၁၂ (နောင်တွင် "အငါးချထားသူ" ဟု ခေါ်ဆိုရမည်ဖြစ်ပြီး အဆိုပါ စကားရပ်တွင် ၎င်း၏ တရားဝင် ကိုယ်စားလှယ်များ၊ ဆက်ခံသူများ နှင့် ဥပဒေအရ လွှဲအပ်ခြင်းခံရသူများ ပါဝင်ပါသည်) က တစ်ဖက် နှင့် ရန်ကုန်မြို့၊ စမ်းချောင်းမြို့နယ်၊ ပန်းခြံတာဝါ တိုက်(၁၀၀၂)၊ (၁၀)လွှာ နေ ဦးအောင်ချစ်ခင်၊ ၁၂/မရက(နိုင်)၁၁၁၈၁၃ (နောင်တွင် "ငါးချထားခံရသူ" ဟု ခေါ်ဆိုရမည်ဖြစ်ပြီး အဆိုပါစကားရပ်တွင် ၎င်း၏ တရားဝင် ကိုယ်စားလှယ်များ၊ ဆက်ခံသူများ နှင့် ဥပဒေအရ လွှဲအပ်ခြင်းခံရသူများ ပါဝင်ပါသည်) က အခြား တစ်ဖက်တို့သည် အောက်ပါ စည်းကမ်းများနှင့် အညီ နှစ်ဖက် သဘောတူ ကတိစာချုပ် ချုပ်ဆိုကြပါသည်။
- ၂။ အငါးချထားသူက မိမိတရားဝင် ပိုင်ဆိုင်၍ စီမံခန့်ခွဲပိုင်ခွင့် ရှိသော ရန်ကုန်မြို့၊ စမ်းချောင်းမြို့နယ်၊ ရှင်စောပုရပ်ကွက်၊ ပြည်လမ်း အမှတ် (၂၃၉) ဟုခေါ်တွင်သော အဆောက်အအုံ ကို ငါးရမ်းကာလ (၁၂)လ အတွက် တစ်လ လျှင် ငွေကျပ်- ၁၀,၀၀၀,၀၀၀/- (ကျပ် သိန်းတစ်ရာတိတိ) နှုန်းဖြင့် ငါးရမ်းလိုကြောင်း ကမ်းလှမ်းရာ အငါးချထားခြင်း ခံရသူက အဆိုပါ နှုန်းထားများဖြင့် ငါးရမ်းရန် သဘောတူညီပါသည်။
- ၃။ ထိုသို့ ငါးရမ်းရန် သဘောတူညီကြသည့် အလျောက် ငါးရမ်းကာလ (၁၂) လအတွက် ငါးရမ်းခငွေ ကျပ်- ၁၂၀,၀၀၀,၀၀၀/- (သိန်းတစ်ထောင်နှစ်ရာ ကျပ်တိတိ) ကို ယနေ့ (၁.၂.၂၀၁၈) ရက်နေ့တွင် လက်ခံရရှိကြောင်း ဝန်ခံ၍ ဤစာချုပ်တွင် လက်မှတ်ရေးထိုးပါသည်။
- ၄။ ငါးရမ်းကာလ ကုန်ဆုံးချိန်တွင် ငါးရမ်းထားသည့် အဆောက်အအုံနှင့်တကွ ငါးရမ်းရာတွင် ပါဝင်သည့် ပစ္စည်းများအား ငါးရမ်းရန် စဉ် အခြေအနေအတိုင်း အငါးချထားသူထံ ပြန်လည်အပ်နှံရပါမည်။ ထိုသို့ အပ်နှံရာတွင် အငါးချထားခြင်းခံရသူ ကပ်ဆင်ထားသည့် မရွှေ့မပြောင်းနိုင်သည့် ပစ္စည်းများကို ပြန်လည်ဖြုတ်ယူခွင့်ပြုရန် အငါးချထားသူက သဘောတူပါကြောင်း နှင့် ယင်းကဲ့သို့ ဖြုတ်ယူရာတွင် အဆောက်အအုံ ဥပစာ ကို ဆိုးရွာစွာ ပျက်စီးစေနိုင်သည့် ပစ္စည်းများကို လက်ရှိအခြေအနေအထားအတိုင်း ထားရှိခဲ့ရမည်ဖြစ်ကြောင်း အငါးချထားခြင်းခံရသူက ဝန်ခံကတိပြုပါသည်။
- ၅။ ငါးရမ်းသည့် အဆောက်အအုံ အတွင်း ၌ အငါးချထားခြင်းခံရသူသည် တည်ဆဲဥပဒေ တစ်ရပ်ရပ် နှင့် မလွတ်ကင်းသည့် ကိစ္စတစ်ခုခုကို မပြုလုပ်ရန် ဝန်ခံကတိပြုပါသည်။ အကယ်၍ ငါးရမ်းထားသည့် အဆောက်အအုံကို တည်ဆဲဥပဒေနှင့် ဆန့်ကျင်၍ အသုံးပြုပါက အငါးချထားသူအနေဖြင့် ငါးရမ်းခြင်းကို ရပ်စဲခွင့်ရှိကြောင်း အငါးချထားခြင်း ခံရသူက သဘောတူပါသည်။
- ၆။ အငါးချထားခြင်းခံရသူကြောင့် တည်ဆဲဥပဒေနှင့် ငြိစွန်းသည့်ကိစ္စရပ်များ ဖြစ်ပေါ်လာပါက အငါးချထားသူနှင့် ပတ်သက်မှု မရှိစေဘဲ အဆိုပါ ကိစ္စရပ်များကို ပြီးဆုံးသည့် တိုင်အောင် အငါးချထားခြင်းခံရသူက လိုက်လံ ဆောင်ရွက်ပေးမည် ဖြစ်ကြောင်း ဝန်ခံကတိပြုပါသည်။ ထိုသို့လိုက်လံဖြေရှင်းပေးပါလျက် ပြီးပြတ်ပြေလည်ခြင်းမရှိဘဲ အငါးချထားသူ ၌ ဆုံးရှုံးနစ်နာမှုမှန်သမျှကို တစ်လုံးတစ်ခဲတည်း ပြန်လည်ပေးလျော်ပေးမည်ဟု အငါးချထားခြင်းခံရသူက ဝန်ခံကတိပြုပါသည်။





၇။ ငါးရမ်းသည် အဆောက်အအုံတွင် အငါးချထားခြင်းခံရသူသည် အိမ်ထောင်စုစာရင်း ပြုလုပ်ခွင့်မရှိပါ။ ဧည့်စာရင်းဖြင့်သာ နေထိုင်ခွင့်ရှိကြောင်း အငါးချထားခြင်းခံရသူက သဘောတူညီပါသည်။

၈။ အငါးချထားခြင်းခံရသူသည် ငါးရမ်းထားသည့် အဆောက်အအုံအား ထပ်ဆင့် ငါးရမ်းခြင်း၊ ပေါင်နှံခြင်း၊ လွှဲပြောင်းခြင်း၊ ရောင်းချခြင်း မပြုလုပ်ပါဟု ဝန်ခံ ကတိပြုပါသည်။

၉။ ငါးရမ်းထားသည့် အဆောက်အအုံတွင် လုပ်ငန်းလုပ်ကိုင်ရာ ၌ ပတ်ဝန်းကျင်အား အနှောက်အယှက် မဖြစ်စေရန်နှင့် ပတ်ဝန်းကျင်ညစ်ညမ်းမှု မဖြစ်စေရန် အငါးချထားခြင်းခံရသူက တာဝန်ယူပါမည်။

၁၀။ အငါးချထားခြင်းခံရသူနှင့် ၎င်း၏ဝန်ထမ်းများပေါ်ဆူမှုကြောင့် မီးဘေးအန္တရာယ် ပေါ်ပေါက်ပါက အငါးချထားခြင်းခံရသူ ၏ တာဝန်သာဖြစ်ကြောင်း သဘောတူညီပါသည်။ အကယ်၍ အဆိုပါ ကိစ္စရပ်များပေါ်ပေါက်ခဲ့ပါက အငါးချထားသူနှင့် ပတ်သက်မှု မရှိစေဘဲ အဆိုပါကိစ္စရပ်များကို ပြီးဆုံးသည် အထိ အငါးချထားခြင်းခံရသူ ကလိုက်လံ ဖြေရှင်းပေးမည့် အပြင် အငါးချထားသူ၏ နစ်နာဆုံးရှုံးမှု မှန်သမျှကို ကာလတန်ဖိုးနှင့်အညီ တစ်လုံးတစ်ခဲတည်း ပြန်လည်ပေးလျှော်ပါမည် ဟု အငါးချထားခြင်း ခံရသူက ဝန်ခံကတိပြုပါသည်။

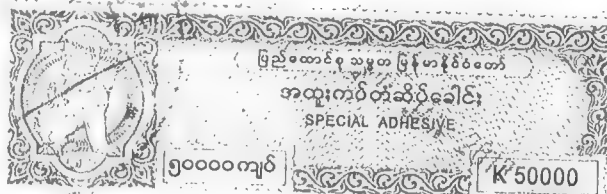
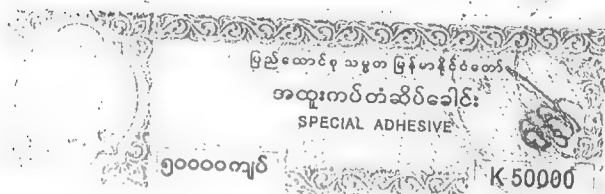
၁၁။ ငါးရမ်းကာလအတွင်း ကျသင့်သည့် ဖုန်းခွန်၊ မိတာခွန်၊ မြို့တော်စည်ပင်သာယာမှု ကောက်ခံသည့် အားလုံးသော အခွန်အခများ၊ ဝန်ဆောင်ခများနှင့် လုပ်ငန်းအတွက် ပေးဆောင်ရသော ရောင်းဝယ်ခွန်၊ ကုန်သွယ်ခွန်၊ အမြတ်ခွန်နှင့် အခြားအခွန်အခများကို အငါးချထားခြင်းခံရသူမှ ပေးဆောင်ရပါမည်။ အငါးသက်တမ်း ပြည့်၍သော်လည်းကောင်း၊ ငါးရမ်းခြင်းရပ်ဆိုင်း၍သော်လည်းကောင်း၊ ယင်းကြွေးကျန်များ ကျန်ရှိပါက အငါးချထားခြင်းခံရသူမှ ကြွေးကျေသည် အထိ ပေးဆောင်ပါမည်ဟု ဝန်ခံကတိပြုပါသည်။

၁၂။ ငါးရမ်းထားသည့် အဆောက်အအုံသည် အပေါင်အနှံ၊ အရုပ်အရှင်းကင်းရှင်းကြောင်း အငါးချထားသူက ဝန်ခံ ဘိပြုလျက် ငါးရမ်းခြင်းဖြစ်ရာ တစ်စုံတစ်ယောက်က ငါးရမ်းခြင်းကို ကန့်ကွက်လာပါက အငါးချထားခြင်းခံရသူအား ထိခိုက်နစ်နာမှု မရှိစေဘဲ ဖြစ်ပေါ်လာသည့် ကိစ္စ အပေါ်ကို တာဝန်ယူဖြေရှင်းပေးမည်ဖြစ်ကြောင်း အငါးချထားသူက ဝန်ခံကတိပြုပါသည်။

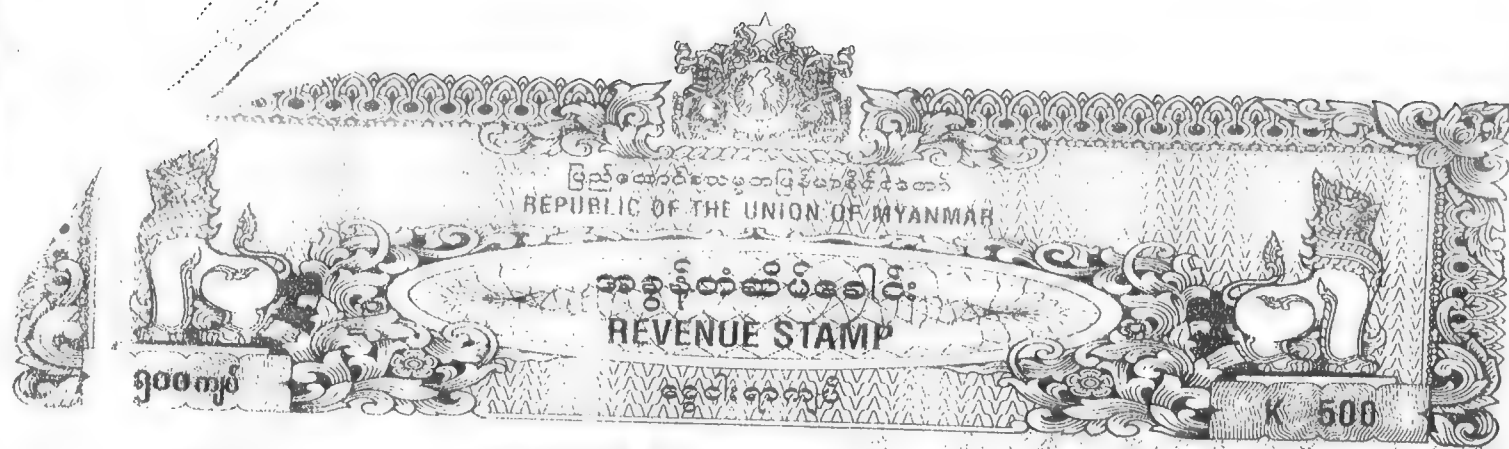
၁၃။ ငါးရမ်းကာလမှာ (၁-၂-၂၀၁၈) မှ (၃၁-၁-၂၀၁၉) နေ့အထိ (၁)နှစ်တိတိဖြစ်ပါသည်။ ငါးရမ်းသက်တမ်းကုန်ဆုံးချိန်တွင် အငါးချထားခြင်းခံရသူပိုင် ပစ္စည်းများအားလုံးကိုလည်း ငါးရမ်းထားသည့် အဆောက်အအုံ မှ ဖယ်ရှားပေးရမည်။ အကယ်၍ အငါးချထားခြင်းခံရသူသည် မိမိပိုင်ပစ္စည်းများအား ယူဆောင်ဖယ်ရှားသွားခြင်း မရှိပါက အဆိုပါပစ္စည်းများအား စွန့်ပစ် ပစ္စည်းအဖြစ် မှတ်ယူမည်ဖြစ်ပြီး အငါးချထားသူမှ အဆောက်အအုံကို ပြန်လည် ရယူခွင့်ရှိကြောင်း အငါးချထားခြင်းခံရသူက သဘောတူညီပါသည်။

### “ ငါးရမ်းသည့် အဆောက်အအုံ နှင့် ပါဝင်ပစ္စည်းများ ”

ရန်ကုန်မြို့၊ စမ်းချောင်းမြို့နယ်၊ ပြည်လမ်း၊ အမှတ်(၂၃၉)ဟု ခေါ်တွင်သော အဆောက်အအုံ နှင့် ယင်းအဆောက်အအုံ တွင် ပါရှိသော တယ်လီဖုန်း (၁)လုံး၊ ကိုယ်ပိုင်မိတာ(၂)လုံး နှင့် အင်္ဂါစီရေတွင်း(၁)တွင်း ပါဝင်ပါသည်။







ဤစာချုပ်ပါ စည်းကမ်းချက်များကို နှစ်ဦးနှစ်ဖက် ဖတ်ရှုနားလည် သဘောပေါက်ကြသဖြင့် အောက်ပါ အသိသက်သေများ ရှေ့မှောက်တွင် မိမိတို့၏ လွတ်လပ်သော သဘောဆန္ဒအရ ဤစာချုပ်ကို လက်မှတ်ရေးထိုးချုပ်ဆို ကြပါသည်။

အငါးချထားသူ

*[Signature]*

ဒေါ်ခင်ခင်ဝင်း

၁၂/လသန(နိုင်)ဂဂ၇၄၁၂

အငါးချထားခြင်းခံရသူ

*[Signature]*

ဦးအောင်ချစ်ခင်

၁၂/မရက(နိုင်)၁၁၁၈၁၃

အသိသက်သေများ

*[Signature]*

တင်နီလာမင်း

၇/ပမန(ဧည့်)ဂဂ၇၂၈၅

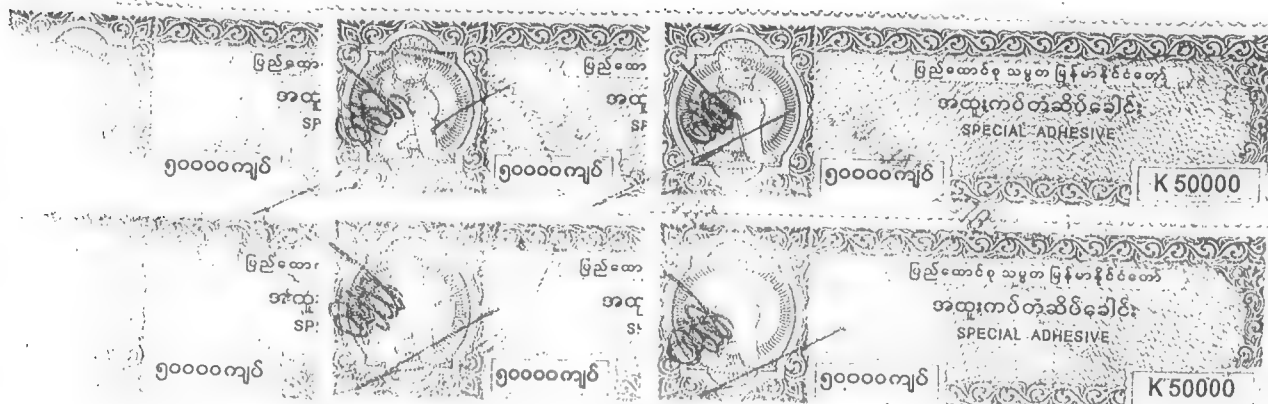
အမှတ် (၅၉)၊ ဂုလွာ၊ ၁၁လမ်း၊ လမ်းမတော်မြို့နယ်

*[Signature]*

မေသက်နင်း

၁၂/ဒဂန(နိုင်)ဂ၃၁၅၅၁

အမှတ်(၉၅)၊ အခန်း(၆)၊ နဂရတ်ရိပ်သာ၊ ဒဂုံမြို့နယ်



အခွန်ဆောင်ထားနိုင်သော  
လေးစားသမှုတို့ဂုဏ်ပြု



01/30/2018 Kyimyindine  
Rec No. : 34370 11:33:10 3  
A/c No : MD010155 GEN  
Ch. No : (45)  
Open Amt K:642653976.00  
[SE]-CRCH K:6000000.00  
Close Bal K:648653976.00

ရက်စွဲ:



စစ်ချောင်မြို့နယ်  
အမှတ် (၇)  
37211-33:59 3  
110155  
651053976.00  
600000.00  
ရင်းနှီးမြှုပ်နှံမှု  
တံဆိပ်ခေါင်းခွန် ငွေသွင်းချလန်  
တံဆိပ်ခေါင်းရုံးအမှတ် MD-010155

သို့  
မန်နေဂျာ  
ဘဏ်နှင့်မြို့။  
မြန်မာ့စီးပွားရေးဘဏ်(ကြည့်မြင်တိုင်)  
ငွေတိုက်ခွဲအရာရှိ  
ကြည့်မြင်တိုင် မြို့။  
ကျောဘက်ပါစာရင်းအတိုင်း တံဆိပ်ခေါင်း အခွန်ငွေအတွက်  
ဦးအောင်ချစ်ခင် က ပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)  
၁၂/မရက(နိုင်)ဘာဏာ၃  
ခြောက်သိန်း ကျပ်တိတိ  
ငွေပေါင်း(ဂဏန်းဖြင့်) ၆၀၀၀၀၀/-  
ကိုလက်ခံပါမည့်အကြောင်း။

စမ်းချောင်း မြို့၊  
30/01/2018 နေ့စွဲ။ ပေးသွင်းသူ၏တံဆိပ်ခေါင်းထုတ်ပေးသည့်  
လက်မှတ် ပြည့်သူ့စန့်ထမ်း၏လက်မှတ်

ပေးသွင်းငွေကို လက်ခံရရှိပါသည်။  
၆၀၀၀၀၀  
မြို့၊ မန်နေဂျာ  
နေ့စွဲ။ ငွေတိုက်ခွဲအရာရှိ  
ဘဏ်နှင့်မြို့။  
မြို့။  
[ကျောဘက်သို့ကြည့်ပါ ]။

အစိုးရအဖွဲ့

အသေးစိတ် စာရင်း

| တံဆိပ်ခေါင်း<br>အမျိုးအစား | နှုန်း | အရေအတွက် |      | သင့်ငွေ |      |
|----------------------------|--------|----------|------|---------|------|
|                            |        | ရွက်     | လုံး | ကျပ်    | ပြား |
| အထူးကပ် (Lမပါ)             | ၅၀၀၀၀  |          | ၁၂   | ၆၀၀၀၀၀  |      |
| စုစုပေါင်းပေးသွင်းငွေ      |        |          |      | ၆၀၀၀၀၀  |      |

ပြန်လမ်း

၂၀၀၈ခုနှစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ  
အခြေခံဥပဒေပုဒ်မ ၃၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ  
ပေးဆောင်ရမည်  
အခွန်အကောက်ခံရခြင်းကို ပေးဆောင်ရန် တာဝန်ရှိသည်။

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။  
ပတ်စ(၀၄)၁၈၊  
(အခွန်ပေးဆောင်မှုဆိုင်ရာဥပဒေပြင်ဆင်မှု) ဝပ်ချောင်းမြို့နယ်  
အထောက်အကူ ပူးတွဲပါ ၆၄  
ဦးမင်းလွင်  
သက်ဆိုင်ရာ

အခွန်ဆမ်းခတ်စတင်စာရင်းအမှတ် 708/WA(အခြား)/အခြားရ  
အခွန်ဆမ်းအမည်ပိုင် လိပ်စာ ဒေါ်ခင်ခင်ဝင်း  
၁၉-၇၂/ကမ္ဘောဇလမ်း၊ ရွှေဘောင်ကြွား ၂-လမ်း၊ ပုသိန်မြို့နယ်  
မိမိအခွန် ဥပဒေပုဒ်မ ၁၆(က) အရ ဤစတင်စာရင်း  
ဆက်ငွေ(ဂဏန်းပြင်) ၂၄၀၀၀၀၀  
(ဟာပြိုင်) နှစ်ဆန်းလေးသိန်း ကျပ်  
ပေးဆွမ်းဆံ့ဖြင့် လက်ခံရရှိပါသည်။

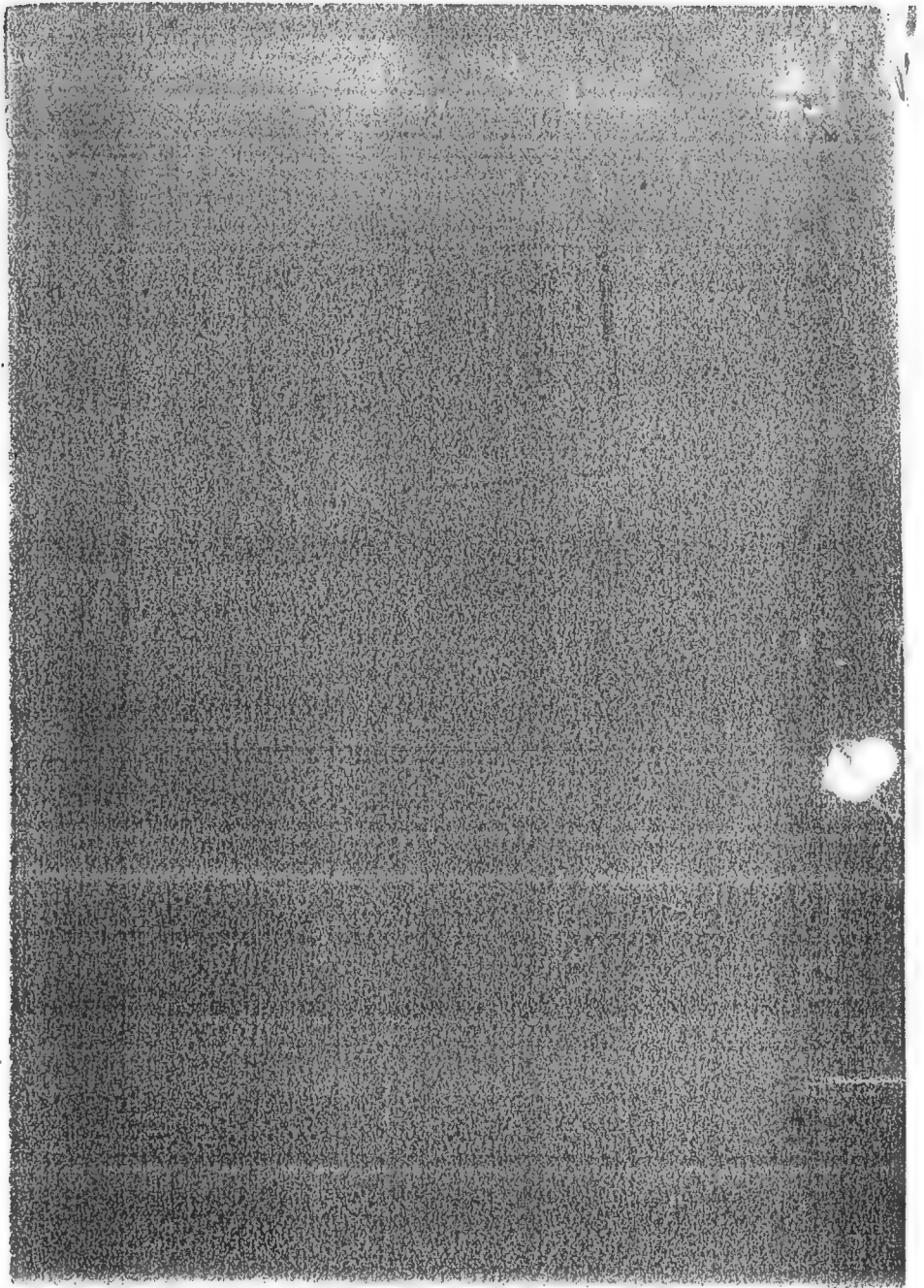
ရက်စွဲ 30-Jan-2018  
30 JAN 2018

အခွန်အကောက်ခံရခြင်းကို ပေးဆောင်ရန် တာဝန်ရှိသည်။  
24-000000/

အထောက်အကူ

အခွန်အကောက်ခံရခြင်းကို ပေးဆောင်ရန် တာဝန်ရှိသည်။  
လေးစားသန့်တုံ့ရန်ဖြင့်

ဦးမင်းလွင်



01/30/2018 15:11:10  
RCV NO 37871 IN 33.27  
A/C NO MB010455 EDN  
ST NO (46)  
Open Amt K:648658976.00  
ISIT GRCH K:2700000.00  
Close Bal K:651057976.00





သော ဝေါဟာရ အဓိပ္ပါယ်ကို မေ့သွန်း ကောက်ယူရသည့်အဆိုပါ  
 ဒေသများ၏ ဩယ်နှင်းဒေသများ၏ ဩယ်၏ အမွေစား အမွေခံအကျိုး သက်  
 ရောက်ခံစား ခွင့်ရှိသူများ နှင့် ၎င်း၏ အရား ဝင်ရှိယ်စား လွယ်  
 များ ၊ လွှဲပြောင်း ပေး သူများ အား လုံး ပါဝင်သည့်ဟု မှတ်ယူရမည်) က  
 တဖက်မှ လက်မှတ် ရေး ထိုး သုအဖြစ် ၎င်း ၊

ရန်ကုန်တိုင်း ၊ မြောက်ဥက္ကလာပမြို့နယ် ၁၀၂ ရပ်ကွက်  
 ပဒုမ္မာလမ်း ၊ အမှတ် (၉၁) နေ အမျိုး သား မှတ်ပုံတင်အမှတ် ၊  
 (အယ်လ်စီ အေ - ၀၀၀၇၆၆) ၊ နိုင်ငံဆောင်သူ ဦး စောဝေ ( အဆိုပါ  
 ဦး စောဝေအား ဌာနချုပ်အလို့ငှာ နောင်တွင် ဝယ်ယူယက်လက်  
 ရည်ညွှန်း မညီအပြင်ဝယ်ယူဟု သော ဝေါဟာရ အဓိပ္ပါယ်ကို မေ့သွန်း ကောက်  
 ယူရသည့် အဆိုပါ ဦး စောဝေနှင့် ဦး စောဝေ၏ အမွေစား အမွေခံ  
 အကျိုး သက် ရောက် ခံစား ခွင့်ရှိသူများ နှင့် ၎င်း၏ အရား ဝင်ရှိယ်စား  
 လွယ်များ ၊ လွှဲပြောင်း ပေး သူများ အား လုံး ပါဝင်သည့်ဟု မှတ်ယူရမည်) က  
 ကျန်အခြား တဖက်မှ လက်မှတ် ရေး ထိုး သုအဖြစ် ၎င်း ၊

အထက်အမည်ပါ ရောင်း သူသည် အောက်တွင်သီးခြား မေ့  
 ပြသော ဝာရင်း ဇယား ပါ ရန်ကုန်တိုင်း ၊ ဩဇာမြင်တိုင်အရှေ့၊ သရက်  
 ကုန်း တိုက်နယ်၊ မြေတိုင်း ရပ်ကွက်အမှတ် (၇၀) ၊ မြေကွက်အမှတ် (၂၆)  
 မြေပိုင် မြေကွက် ကို ၊ ၁၉၆၅ ခုနှစ်၊ စာချုပ်အမှတ် (၃၂၂) ၊  
 အဖြစ် စာချုပ်ဝဘဏ်း များ မှတ်ပုံတင်စာချုပ် အမှတ် (၁) အတွက်  
 (၁၀၆) ၊ စာချုပ်နှာအမှတ် ၂၂၇/၂၂၉ အရ ၊ ရန်ကုန်မြို့ ၊  
 စာချုပ်ဝဘဏ်း များ ဆိုင်ရာ မှတ်ပုံတင်အရခွင့် ရုံးတွင် ဝယ် ယူ  
 မှတ်ပုံတင်ခဲ့ပြီး တပ်ဆင် အဆောက်အဦး ( နောင်တွင်အဆိုပါမြေကွက်  
 နှင့်အဆောက်အဦး ကို ဌာနချုပ်အလို့ငှာ အဆိုပါပစ္စည်း ဟု ဆက်လက်ရည်  
 ညွှန်း မည်) ၊ နောက်ပိုင်းရသ ယခုအခါ၌ ရောင်း သူ ၏အမည်မှာ  
 ရန်ကုန်မြို့၊ အိုး ခိုဦး ဝီး ခြာန ဝဠာအ ခွန်နှင့် မြေတိုင်း ခြာန တွင်  
 ပေါက် ရောက် နေထိုင် ၎င်း ၊

*စာရင်း*

*စာရင်း*

ရောင်း သူက အဆိုပါပစ္စည်း အပေ၇မီမီသာလျှင်ဆိုင်ခွင့်  
ပိုင်ခွင့်ရှိလျက်အဆိုပါပစ္စည်း ကို၊ အခြား မဏ္ဍိယတဦး တယောက်ကိုမျှ ရောင်း  
ချခြင်း ၊ မေတ္တာဖြင့်အပိုင်ပေး ခြင်း ၊ လှူဒါန်း ခြင်း ၊ စွန့်လွှတ်ခြင်း ၊  
ပေါင်နှံခြင်း နှင့်အခြား နည်း အား ဖြင့်လွှဲပြောင်း ပေး ခြင်း တို့အပြင်  
ဧည့် မြီအပေါင်အနှံနှံအမွေစား အမွေခံ အရှက်အရှင်း စသည်တို့မှလွှဲ ၊  
ကင်း ၊ ရင်း ၊ ကြောင်း မြွက်ဟဝန်ခံ ပြောဆိုသည်ကို ဝယ်ယူက ယုံကြည်လက်ခံ၍  
၎င်း ၊

အဆိုပါပစ္စည်း ကိုအတိုး အစား အဖြစ်တန်ဖိုး ငွေကျပ်၅၀၀၀၀၀/-  
(ကျပ်ငါး သိန်း တိတိ)တန်ဖိုး ထား လျက် ရောင်း ချလို ကြောင်း ၊ ရောင်း သူ  
က စကား ကမ်း လွှဲစား လာသည်ကို ဝယ်ယူက လက်ခံသဖြင့်၎င်း ၊

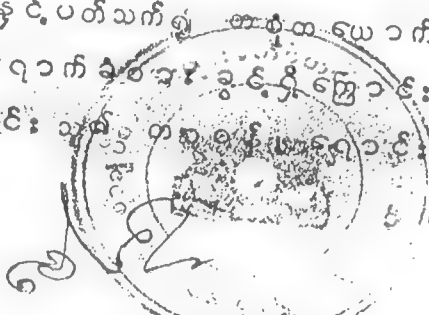
ဤအရောင်း စာချုပ် ကို၊ ရန်ကုန်မြို့တွင် ၁၉၈၄ခုနှစ် ၊  
မေလ(၂၉) ရက်နေ့၌ ရောင်း သူ နှင့် ဝယ်ယူတို့သည် မိမိတို့၏လွတ်  
လပ်သော အန္တိဖြင့်ပြုလုပ်ကြပါသည်။

အထက်ဖော်ပြပါအတိုး အစား ငွေကျပ်၅၀၀၀၀၀/-  
(ကျပ်ငါး သိန်း တိတိ)ကို ရောင်း သူက ဝယ်ယူမှု အပြည့်အဝ လက်ခံ  
ရရှိကြောင်း ၊ ဤစာချုပ်ဖြင့် အသိအမှတ်ပြုဝန်ခံပါသည်။

ဤစာချုပ်ပြုလုပ်သည့် နေ့တွင်အဆိုပါပစ္စည်း ကို ရောင်း သူက  
ဝယ်ယူလက်ဝယ်သို့ အေး အေး စွာလက် ရောက် ပေး အပ်သည့်ပြင်၊ အဆိုပါ  
ပစ္စည်း နှင့်သက်ဆိုင်သောစာချုပ်ဝတ်စား များ ကိုလည်း ဝယ်ယူလက်သို့  
ရောင်း သူက တပို့စည်း ပေး အပ်ပါသည်။

အဆိုပါပစ္စည်း ကို ရောင်း သူက ဝယ်ယူသို့အပြီး အပိုင်လွှဲပြောင်း  
ရောင်း ချခြင်း ဖြစ်ရာ နောင်အခါတွင် ရောင်း သူအနေဖြင့် အဆိုပါ  
ပစ္စည်း အပေ၇တွင် အကျိုး သက်ရောက် စကား ခွင့်ရှိကြောင်း ပြောဆို  
ခြင်း မပြုပါဟု ရောင်း သူက ဝန်ခံပါသည်။

အဆိုပါပစ္စည်း နှင့်ပတ်သက်၍ အဆိုပါပစ္စည်းဝယ်ယူသူက အမွေ  
စား အမွေခံ အကျိုး သက်ရောက်ခံစားခွင့်ရှိကြောင်း ၊ တရား တစောင်  
စွဲဆိုလာပါကလည်း ၊ ရောင်း သူက တရားဝန်အရောင်း သူ၏ စရိတ် ဖြင့်  
စွဲဆိုလာပါကလည်း ၊ ရောင်း သူက တရားဝန်အရောင်း သူ၏ စရိတ် ဖြင့်



ခုခံချေပပေး ရန် ရောင်း သူက တာဝန်ယူပါသည်။ အကယ်၍ ထိုသို့ ခုခံ  
ချေပပေး ပုံလျက် ဝယ်ယူ ချိ အကျိုး သက် ရောက်ပိုင်ဆိုင် မှုပျက်ပြား ကာ  
နစ်နာဆုံး ရှုံး မှုရှိပါကလည်း ၊ ထိုသို့ နစ်နာဆုံး ရှုံး သမျှကို ရောင်း သူက  
ဝယ်ယူအား ပေး လျော် ရန်ကိုလည်း ရောင်း သူက တာဝန်ယူပါသည်။

ထို့ပြင် ဝယ်ယူအ နေဖြင့်အဆိုပါပစ္စည်း အပေ ၇၂ တရား ဝင်  
ပိုင်ဆိုင် မှုနှင့်ပတ်သက်၍ နိုင်မာ ဆောင် ဆောင်ရွက် ရန်လိုအပ်ပါက ၊ ယင်း  
သို့တရား ဝင်ပိုင်ဆိုင်ခွင့် ကောင်း စွာပြီး မြောက် အောင်မြင်သည့်အထိ  
မည်သည့်အာဏာ ပိုင်အဖွဲ့အစည်း နှင့်အစိုး ရဌာနများ ထံတွင် မဆို ရောင်း  
သူက ဆောင်ရွက်ပေး ရန်ကိုလည်း တာဝန်ယူပါသည်။

အဆိုပါပစ္စည်း နှင့်ပတ်သက်၍ ဖြန့်ဝေ ပါယ်ခွန်၊ မြေခွန်နှင့်  
အစိုး ရန်အခွန်တော် ဖြေး များ ပေး ရန်ကုန်ရှိ ဧကောင်း ပေ ၇၂ ပေါက်  
လာ ပါကလည်း ၊ အဆိုပါပစ္စည်း ကိုဝယ်ယူသူလက် ရောက် ပေး အပ်သည့်အချိန်  
အထိ ကျသင့်သော ငွေများ ကို ဝယ်ယူသူ ရောင်း သူက ပေး အပ် ရန်ကို  
လည်း ရောင်း သူက တာဝန်ယူပါသည်။

ပ ဖွဲ့စည်း စာ ရင်း ဇယား ။

ရန်ကုန်တိုင်း ၊ ကြည်းမြင်တိုင်အရှေ့၊ သရက်ကုန်း တိုက်နယ် ၊  
မြေတိုင်း ရပ်ကွက်အမှတ် ( ၇၀ ) ၊ မြေကွက်အမှတ် ( ၂၃ ) ၊  
ဧရိယာ ၀ ဧက ၃၄၀ ဧယမ ရှိ ၊ အလျား ၁၀၅  
ပေ ၊ အနံပေ ၈၀ ရှိ မြေပိုင် မြေကွက်နှင့်၎င်း မြေ  
ကွက်ပေ ၇၂ တွင် ဆောက်လုပ်ထား သောတစ်ယက်တိုက်အဆောက်  
အဦနှင့်ဆုံး ပင်ဝား ပင်အကျိုး ခံဝား ခွင့်အရပ်ရပ်ပိုင်  
လျက် ၊ ကမာရွတ်မြို့နယ် ၊ ပြည်လမ်း ၊ အမှတ် ၁၇၅ ဟုခေါ်  
တွင်သည်။

ကျေးဇူးတင်  
ရက်စွဲ ၂၀၁၇/၀၅-၀၈-၁၅  
၇၀၅/၇၄  
၅၀၀၀၀၀  
အမှတ် -  
အမှတ် -  
အမှတ် -

၁ / - သို့။





အ လာ: အ လာ ..။

မြောက် = မြေကွက်အမှတ် ၂၈  
 အ ရွှေ = ပြည် လမ်း  
 တောင် = မြေကွက်အမှတ် ၂ အ  
 အ နောက် = မြေကွက်အမှတ် ၂


( မြေရာဇဝင် နှင့် မြေပုံ ပူးတွဲလျက် )

အထက်ဖော်ပြပါ ကော: ရပ်များကို၊ ဖတ်ရှုသိရှိနားလည်  
 ဖြီး ဖြစ်၍၊ ဤ နှစ်၊ လ၊ ရက် နေ့တွင်အသိသက်သေများ ရွှေ့ပြောင်း၍  
 အသီးသီး လက်မှတ်ရေး ထိုး ဩပါသည်။

အသိသက်သေများ ။

Kaupel Singh  
 ၁။ (ဦး ကာပယ် (လ်) ဆင်း) ။  
 အေဂျီ-၂၃၂၆၃၃ ။  
 အမှတ် ၅၇၅၊ ပြည်လမ်း၊  
 ကမာရွတ်မြို့နယ်၊  
 ရန်ကုန်မြို့။

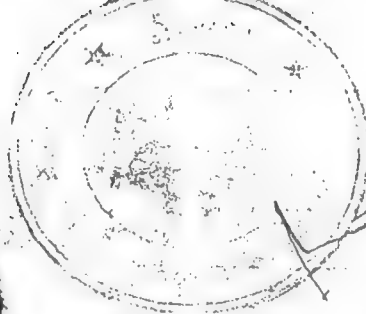
John Kyau  
 (ဒေါ်အုန်းကြွယ်)  
 အေဂျီ-၂၃၂၆၃၄။  
ရောင်း သူ ။

၂။ လက်မှတ်   
 အမည် John Kyau  
 မှတ်ပုံတင် LTA. ၀၀၂၇၇၇  
 နေရပ် ၂၁ - ၉ - ၂၁  
ရန်ကုန်

(ဦး စော စော)  
 အယ်လ်စီအေ-၀၀၀၇၆၀။

၀၈၈ သူ ။





အထွေထွေ အချက်အလက်

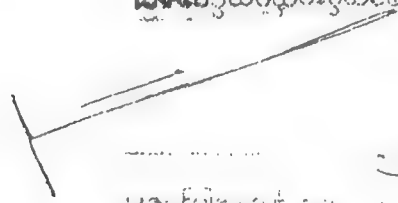


၁၉၀၆  
၁၉၀၆

၁၉၀၆

အထွေထွေ အချက်အလက်

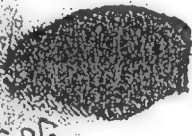
၁၉၀၆



အထွေထွေ အချက်အလက်

၁၉၀၆

အထွေထွေ အချက်အလက်



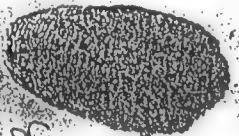
၁၉၀၆  
၁၉၀၆

၁၉၀၆ (၁၀) နှစ်

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆



၁၉၀၆  
၁၉၀၆

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆

အထွေထွေ အချက်အလက်

၁၉၀၆



အထွေထွေ အချက်အလက်

၁၉၀၆

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆ ခုနှစ် နှစ်

၁၉၀၆

၁၉၀၆

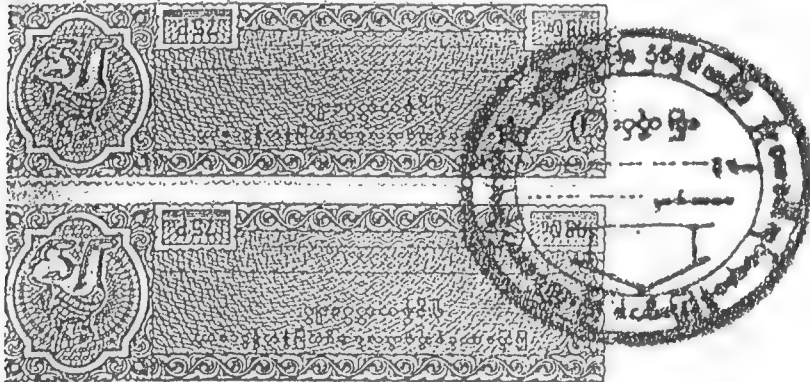
၁၉၀၆

၁၉၀၆

(၁၃၄၅၆) ဝင်ရောက် / ဝ  
၆/၁၂

၁၃၄၅၆ / ၇၇၇၇၇၇၇၇၇၇၇၇ / ၇၇၇၇ ၆

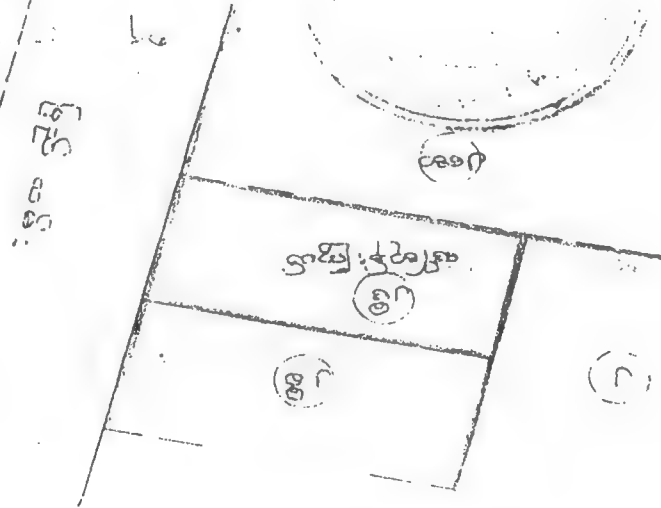
၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်  
(၁၃၄၅၆) ဝင်ရောက်  
၁၃၄၅၆  
၁၃၄၅၆ ဝင်ရောက်



၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်

၁၃၄၅၆ ဝင်ရောက်

၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်



၁၃၄၅၆

၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်

၁၃၄၅၆ ဝင်ရောက်  
၁၃၄၅၆ ဝင်ရောက်

အိုး အိမ်ဦး စီး ၄၁.၄၊ ပြေအခွန်နှင့်မြေတိုင်း ၄၁.၄ခွဲ

Block No: ၇၈ . . . . . Circle: ရန်ကုန်မြို့နယ် Rangoon.

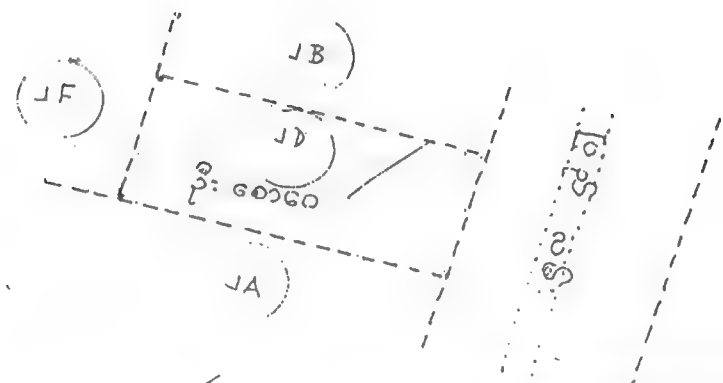
Page No. 37

## B. PARTICULARS OF TRANSFER

[illegible]

၁၉၉၀ / ၉၁ ခုနှစ်တွင် ...  
ကော်မတီကြီး

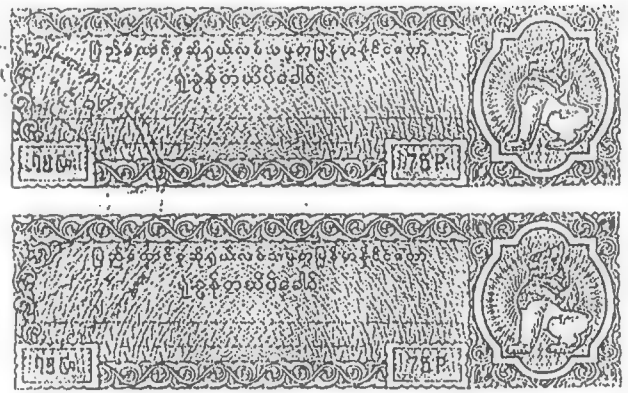
၂၀၀  
၂၀  
၂၀၀



မြေပိုင်ခွင့်  
ရိယာ ၀.၀၀၀၀၀၀၀၀၀၀၀၀

အတိုင်ခံအမှုဆောင်

ပြစ်ဒဏ် ချီး ကာယပိုင်ခွင့်



ကတိတ်ရေးမှူး  
တိုးတက်ရေးဦးစီးဌာန  
ဆောက်လုပ်ရေးဝန်ကြီးဌာန

၁၉၉၀.၁၉၁

၁၉၉၀.၁၉၁  
၁၉၉၀.၁၉၁  
၁၉၉၀.၁၉၁

BLOCK 70.

CIRCLE ကြံ့ခိုင်စေရန်: RINGOON.

S. 51

Page No. 2

A. ORIGINAL RECORDS

E. PARTICULARS OF TRANSFER

[illegible]

“မြေကွက်ငှားရမ်းခြင်း သဘောတူစာချုပ်”

Hlechar

ရန်ကုန်မြို့တွင် ၂၀၁၈ ခုနှစ်၊ မတ်လ (၁၆) ရက်နေ့၌ အောက်ဖော်ပြပါ “အငှားချထားသူ” နှင့် “ငှားရမ်းအသုံးပြုသူ” တို့အကြား ဤ “ငှားရမ်းခြင်းသဘောတူစာချုပ်” ကို လက်မှတ်ရေးထိုး ချုပ်ဆိုကြပါသည်။

|                                    |  |  |                                                                                       |
|------------------------------------|--|--|---------------------------------------------------------------------------------------|
| အငှားချထားသူ<br>(မြေကွက်ပိုင်ရှင်) |  |  | ဦးစောဝေ (အဘ) ဦးတိုင်ဟွန်ဘွန်<br>(၁၂/ဥကမ (နိုင်) ၁၅၂၀၈၇)                               |
| ငှားရမ်းအသုံးပြုသူ<br>(မြေငှား)    |  |  | ဦးအောင်ချစ်ခင် (အဘ) ဦးချစ်ခင် (ACK & Co Services Co., Ltd.)<br>(၁၂/မရက(နိုင်) ၁၁၁၈၁၃) |

(အထက်အမည်ပါ အငှားချထားသူ-နှင့်-ငှားရမ်းအသုံးပြုသူဟူသော စကားရပ်များတွင်၊ ၎င်းတို့ အပါအဝင်၊ ၎င်းတို့အသီးသီး၏ အမွေခံများ၊ တရားဝင်ကိုယ်စားလှယ်များ၊ တရားဝင်စီမံဆောင်ရွက်ခွင့်ရသူများ အားလုံး အကျုံးဝင်သည်ဟု မှတ်ယူပါမည်။)

အထက်အမည်ပါ အငှားချထားသူ ပိုင်ဆိုင်သည့် အောက်စာရင်းပါ မြေကွက် (အဆိုပါ မြေကွက်ဟု ဆက်လက်ရည်ညွှန်းပါမည်) အား၊ အထက်အမည်ပါ ငှားရမ်းအသုံးပြုသူ (မြေငှား) က၊ သက်ဆိုင်ရာဥပဒေ၊ နည်းဥပဒေ၊ စည်းမျဉ်းစည်းကမ်းတို့နှင့် အညီဖြစ်သော၊ ကျောင်းစာသင်ခန်းလုပ်ကိုင်ရန်အတွက်၊ (၁)နှစ်လျှင် (၁)ကြိမ်ကျ တစ်ဆက်တည်း (၃) နှစ် ငှားရမ်းလုပ်ကိုင်အသုံးပြုမည်ဖြစ်သည်ကို အငှားချထားသူ(မြေပိုင်ရှင်) ကလည်း လက်ခံသဘောတူသဖြင့် အဆိုပါဆိုင်ခန်းငှားရမ်းခြင်းကိစ္စနှင့်ပတ်သက်၍ အောက်ပါဂတိပြုချက်များ အတိုင်း လိုက်နာဆောင်ရွက်ကြမည်ဖြစ်ကြောင်း အသီးသီးကတိပြုသဘောတူလက်မှတ်ရေးထိုး စာချုပ်ချုပ်ဆို ကြပါသည်။

ငှားရမ်းသည့်မြေကွက်စာရင်း

ရန်ကုန်တိုင်းဒေသကြီး၊ ကမာရွတ်မြို့နယ်၊ အမှတ်(၂)ရပ်ကွက်၊ မြန်မာတံ (၅၇၅)၊  
ပြည်လမ်းရှိ ၄၅' x ၄၅' ပေရှိ ဆိုင်ခန်း

ငှားရမ်းယူသူနှင့် အငှားချထားသူတို့သည် တစ်ဦးကိုတစ်ဦး လေးစားယုံကြည်စွာဖြင့် ငှားရမ်းခြင်း စာချုပ်ကို ချုပ်ဆိုကြခြင်းဖြစ်ပါသည်။ ထို့သို့ ငှားရမ်းရန် သဘောတူညီကြသည့်အလျောက် ငှားရမ်းကာလ ပထမနှစ် (၁၅.၃.၂၀၁၈ မှ ၁၄.၃.၂၀၁၉) အထိ ငှားရမ်းခ ငွေကျပ် ၅၄,၀၀၀,၀၀၀ (သိန်းငါးရာလေးဆယ်ကျပ်တိတိ) ကို ၂၀၁၈ ခုနှစ်၊ မတ်လ ၁၆ ရက်နေ့တွင် လက်ခံရရှိပြီးဖြစ်သောကြောင့် ဤစာချုပ်တွင် လက်မှတ်ရေးထိုးပါသည်။

အငှားချထားသူအနေဖြင့် ၎င်းငှားရမ်းသည့် အဆောက်အဦမှာ အမှန်တကယ်ပိုင်ဆိုင်ကြောင်း ဝန်ခံကတိပြုပြီး ငှားရမ်းသူ အသုံးပြုနေသည့်ကာလအတွင်း တစ်စုံတယောက်က မြေပိုင်ဆိုင်မှု၊ အဆောက်အဦပိုင်ဆိုင်မှုနှင့်အခြားပွားဖွယ်ဖြစ်လာပါကအငှားချထားသူကမှတာဝန်ယူ ဆောင်ရွက်ပေး ရမည်ဖြစ်ပြီး ငှားရမ်းသူ၏ နှစ်နာမျှများကိုပါ တာဝန်ယူ ဆောင်ရွက်ပေးမည်ဖြစ်ကြောင်း သဘောတူပါသည်။

နှစ်ဦးနှစ်ဘက်သဘောတူညီချက်များ

- (၁) ငှားရမ်းခြင်းသက်တမ်းကို (၁၅.၃.၂၀၁၈) နေ့မှစ၍ (၁၄.၃.၂၀၂၁) နေ့အထိ (၃)နှစ် ငှားရမ်းခြင်း ပြုလုပ်ရန်သဘောတူကြပါသည်။ ပထမငှားရမ်းခ (၁) လလျှင် - ၄,၅၀၀,၀၀၀/- ကျပ် (လေးဆယ့်ငါးသိန်းကျပ်တိတိ)
- (၂) ငှားရမ်းခကို (၁)နှစ်လျှင် တစ်ကြိမ်ပေးရန် အောက်ပါနှုန်းထားအတိုင်း သဘောတူကြသည်။ တစ်နှစ်လျှင် ငှားရမ်းခ - ၁၀% တက်ရန် သဘောတူညီကြသည်။

*(Handwritten signatures and initials)*



| စဉ် | ငှားရမ်းကာ                        | % | (၁)နှစ်ငှားရမ်းခ |
|-----|-----------------------------------|---|------------------|
| ၁   | ပထမနှစ်(၁၅.၃.၂၀၁၈ မှ ၁၄.၃.၂၀၁၉) ✓ | % | ၅၄,၀၀၀,၀၀၈/-     |
| ၂   | ဒုတိယနှစ်(၁၅.၃.၂၀၁၉ မှ ၁၄.၃.၂၀၂၀) | % | ၅၉,၄၀၀,၀၀၈/-     |
| ၃   | တတိယနှစ်(၁၅.၃.၂၀၂၀ မှ ၁၄.၃.၂၀၂၁)  | % | ၆၅,၃၄၀,၀၀၈/-     |

**ငှားရမ်းအသုံးပြုသူ တာဝန်ယူရမည့် စည်းကမ်းချက်များ**

- (က) အဆိုပါပစ္စည်းပေါ်တွင် ငှားရမ်းအသုံးပြုသူ လုပ်ကိုင်ဆောင်ရွက်သည့် လုပ်ငန်းများသည် တည်ဆဲ ဥပဒေအရ တရားဝင်ခွင့်ပြုချက်နှင့်အညီ လုပ်ကိုင်ဆောင်ရွက်သည့် လုပ်ငန်းများသာ ဖြစ်ရမည်။ အကယ်၍ ထိခိုက်နစ်နာမှု ဖြစ်ပေါ်ခဲ့ရပါက ထိခိုက်နစ်နာမှုမှန်သမျှကို ပြန်လည်ပေးလျှော်ရန်။
  - (ခ) ငှားရမ်းသုံးစွဲသူ၏ လုပ်ငန်းဆောင်ရွက်မှုများသည် ပတ်ဝန်းကျင်ရှိ လူနေအိမ်များ၊ လူအများအား တစ်စုံတရာ စိတ်ညစ်ညူးစေခြင်း၊ ပတ်ဝန်းခြင်းအတွက် အသံဆူညံခြင်း၊ ညစ်ညမ်းမှုဖြစ်စေခြင်း၊ ကျန်းမာရေးထိခိုက်စေခြင်း စသည်တို့ မဖြစ်ပေါ်စေရန်။
  - (ဂ) ငှားရမ်းကာလအတွင်း ငှားရမ်းအသုံးပြုသူ၏ လုပ်ငန်း(သို့)ကိုယ်ရေးကိုယ်တာနှင့်ပတ်သက်၍ သုံးစွဲသော လျှပ်စစ်မီး၊ ရေ၊ တယ်လီဖုန်း၊ လုပ်ငန်းနှင့်စပ်လျဉ်းသမျှသော အခွန်အခ မှန်သမျှကို ငှားရမ်းသူမှ ကျခံထမ်းဆောင်ရန်။
  - (င) ဤငှားရမ်းမှုနှင့်ပတ်သက်၍ ကျသင့်သည့်ငှားရမ်းခများကို(၁)နှစ်၊ တစ်ကြိမ်ပြည့်တိုင်း။ ထိုငှားရမ်းခ၏ (၁၀%) တိုးမြှင့်သတ်မှတ်မည်ဖြစ်သည်ကို ငှားရမ်းအသုံးပြုသူက လက်ခံသဘောတူပါကြောင်း ဝန်ခံ ကတိပြုပါသည်။
  - (ည) နှစ်စဉ် (၁) နှစ်အတွက် ငှားရမ်းခကို (၁)နှစ် မပြည့်ခင် (၁)လအလိုတွင် အငှားယူသူများက အငှားချထားသူသို့ အပြီးအပြတ်ပေးချေရမည်။
- အငှားယူသူက လိုက်နာရမည့်တာဝန်နှင့်အခွင့်အရေး**
- (၁) အငှားယူသူသည် ငှားရမ်းထားသော မြေကွက်ပေါ်တွင် မိမိ၏ကုန်ကျစရိတ်ဖြင့် ဥပဒေနှင့်အညီ အဆောက်အဦများ တိုးချဲ့မွမ်းမံ၊ ပြုပြင် ပြင်ဆင်ဆောင်ရွက်နိုင်သည်။ အငှားယူသူအနေဖြင့် ယင်းမြေကွက်ပေါ်တွင် ငှားရမ်းကာလ ပြီးဆုံး၍ ပြောင်းရွှေ့သောအခါ အငှားချ ထားသူက သဘောတူခွင့်ပြုချက်ဖြင့် ယင်းမြေကွက်ပေါ်တွင် ဆောက်လုပ်ထားသော အဆောက်အဦများနှင့် လျှပ်စစ်မီးကြိုး၊ မီးခလုတ်၊ မီးချောင်းများကိုလည်းကောင်း၊ အခိုင်အမာစွဲကပ် တပ်ဆင်ထား သော ပစ္စည်းများ ပြန်လည်ဖြုတ်ခွာသယ်ဆောင်ခြင်းမပြုဘဲ အိမ်ရှင်သို့ အစိုးအခမဲ့ စွန့်လွှတ်ခဲ့မည် ဖြစ်ကြောင်း အငှားယူသူက ဝန်ခံကတိပြုပါသည်။
  - (၂) အငှားယူသူသည် လုပ်ငန်းနှင့်ပတ်သက်သော အခွန်အခများ၊ ရေခွန်၊ မီးခွန်၊ စည်ပင်ခွန်၊ တယ်လီဖုန်းခွန် များ ကိုတာဝန်ယူထမ်းဆောင်ရမည်။ မြေရှင်သို့ မြေနှင့်အဆောက်အဦကို ပြန်လည်အပ်နှံသော အချိန်တွင် မြေ+ အဆောက် အဦ+ လုပ်ငန်းနှင့်ပတ်သက်၍ ကြေးကန်မရှိစေရ။
  - (၃) အငှားယူသူသည် မည်သည့်အခက်အခဲရှိစေကာမူ ထပ်ဆင့်ငှားရမ်းခြင်း၊ လွှဲပြောင်းခြင်း၊ ပေါင်နှံခြင်း တို့ကို လုံးဝပြုလုပ်ခြင်းမပြုရ။
  - (၄) အငှားယူသူသည် သန်းခေါင်စာရင်းပြုလုပ်ခွင့်မရှိ၊ စည်စာရင်း (ဝန်ထမ်းများသာ) နှင့် နေထိုင်ခြင်းပြု ရမည့် အငှားယူသူသည်

(၁) အငှားယူသူ၏ ချို့ယွင်းချက်ကြောင့် ပြစ်မှုတစ်စုံတစ်ခုဖြစ်ခဲ့ပါက အငှားယူသူ၏ တာဝန်သာဖြစ်ပြီး အငှားချထားသူအား လုံးဝပစ္စည်းသော်လည်းကောင်း၊ လူပုဂ္ဂိုလ်ကိုသော်လည်းကောင်း၊ ထိခိုက်မှုမရှိ စေရ။ ထို့ပြင် မိမိကြောင့် မီးလောင်မှုဖြစ်ခဲ့ပါက မူလအတိုင်း ပြန်လည်ပြုပြင်ပေးရမည်။

ACK





- (၂) ဖော်ပြပါအငှားချထားသည့် အဆောက်အဦတွင် ငှားရမ်းအသုံးပြုနေစဉ်အတွင်း သဘာဝဘေး အန္တရာယ်ကြောင့် ဆက်လက်အသုံးပြုရန် မဖြစ်နိုင်ပါက အငှားယူသူသို့ ဆက်လက်အသုံးပြု၍ မရသည့် ကာလအတွက် ငှားရမ်းခငွေကို ပြန်လည်ပေးအပ်ရန် အငှားချထားသူမှ ဝန်ခံကတိပြုပါသည်။ အငှားယူသူ၏ ပေါ့ဆမှု၊ ပျက်ကွက်မှုကြောင့် ပေါ်ပေါက်လာသည့် ကိစ္စရပ်များ မပါဝင်ပါ။
- (၃) ငှားရမ်းခြင်းသက်တမ်း (၃) နှစ်ပြည့်ပါက ငှားရမ်းခြင်းစာချုပ်သည် အလိုအလျောက် ပျက်ပြယ်သည်။ ငှားရမ်းသုံးစွဲသူသည် သတ်မှတ်ကာလစေ့ရောက်သည့်အခါ Strategy First နှင့် လုပ်ငန်းဆိုင်ရာ အထိမ်းအမှတ် သင်္ကေတများ၊ ဆိုင်းဘုတ်များကို ဖယ်ရှားပြီး ဆက်လက်အသုံးပြုနိုင်သည့် အနေအထားအတိုင်း ပိုင်ရှင်သို့ ပြန်လည်လက်ရောက်ပေးအပ်ရန်နှင့် အကယ်၍ သတ်မှတ်ကာလ ကုန်ဆုံးသည့် အချိန်အထိ ပြန်လည်ပေးအပ်ခြင်းမရှိခဲ့ပါက မြေနှင့် အဆောက်အဦပိုင်ရှင်က ဥပစာအတွင်းရှိ ငှားရမ်းသုံးစွဲသူထားရှိသည့် ပစ္စည်းအရပ်ရပ်ကို၊ ဥပစာ ပြင်သို့ ရွှေ့ပြောင်းဖယ်ထုတ်ကာ ဥပစာကို လစ်လပ်သည့် အခြေအနေဖြင့် ပြန်လည်သိမ်းပိုက်ရယူပါရန် လက်ခံသဘောတူပါကြောင်း ငှားရမ်းသုံးစွဲသူက ဝန်ခံကတိပြုသည်။
- (၄) အငှားချထားသူသည် ငှားရမ်းခအပေါ်တွင် ဝင်ငွေခွန် ထမ်းဆောင်ရမည်ကို သိရှိပြီး ကျသင့်သည့် အခွန်အခကို ထမ်းဆောင်ပါမည်ဟု ဝန်ခံကတိပြုပါသည်။
- (၅) ဤစာချုပ်ပါ စကားရပ်အားလုံး သဘောတူညီချက်အားလုံးတို့ကို အငှားချထားသူနှင့်ငှားရမ်းသူတို့ နှစ်ဦးနှစ်ဖက်တို့သည် ကောင်းစွာ ဖတ်ရှုနားလည်သဘောပေါက်ကြပြီးနောက် မိမိတို့အသီးသီး၏ လွတ်လပ်သော သဘောဆန္ဒများနှင့်အညီ ကျန်းမာရွှင်လန်းနေသောအချိန်တွင် အောက်တွင် အသိ သက်သေများအဖြစ် လက်မှတ်ရေးထိုးကြသူများ၏ ရှေ့မှောက်၌ ဤသဘောတူကတိ စာချုပ်ကို လက်မှတ်ရေးထိုးချုပ်ဆို ကြခြင်း ဖြစ်ပါသည်။

အငှားချထားသူ

ဦးစောဝေ

၁၂/ဥကမ (နိုင်) ၁၅၂၀၈၇

အငှားယူသူများ

ဦးအောင်ချစ်ခင်

Managing Director

ACK AND Co Services Co., Ltd.

၁။

ဒေါ်နွဲ့နွဲ့အေး

အမှတ်(၁၉)-၉လမ်း၊

လမ်းမတော်မြို့နယ်-ရန်ကုန်မြို့။

၁၂/ကမရ(နိုင်)၀၄၆၈၄၉

အသိသက်သေများ

၂။ ဦးအောင်ကျော်ဌေး

အမှတ် ၆၈၊ လမ်း ၂၀၊ လသာမြို့နယ်၊ ရန်ကုန်မြို့။

၄/တတန (နိုင်) ၀၇၂၈၃၈

၂၆၇၀၀၁

၁/၆)အမှတ် (၅)

တံဆိပ်ခေါင်းခွန် ငွေသွင်းချလန်

ဗဟိုရင်းခေါင်းစဉ်

တံဆိပ်ခေါင်းရုံးအမှတ်

၁၂

MD\_010368

သို့

မန်နေဂျာ

ဘဏ်နှင့်မြို့

ငွေတိုက်ခွဲအရာရှိ

မြို့

ကျောဘက်ပါစာရင်းအတိုင်းတံဆိပ်ခေါင်းအခွန်ငွေအတွက်

ACK & Co Services Co;Ltd

ကပေးသွင်းရန်ရှိသည့် ငွေပေါင်း(စာဖြင့်)

ကျပ် နှစ်သိန်းကိုးသောင်းခုနစ်ထောင်ကိုးရာ တိတိ

ရက်စွဲဖြင့်

၂၀၁၈

ကို လက်ခံပါမည့်အကြောင်း။

မြို့

နေ့စွဲ။

20/3/2018

ပေးသွင်းသူ၏တံဆိပ်ခေါင်းထုတ်ပေးသည့်

လက်မှတ် ပြည်သူ့ဝန်ထမ်း၏လက်မှတ်

(တံဆိပ်ခေါင်း)

ဦးစီးအရာရှိ

ပြည်တွင်းအမှုနှင့်ပူးတွဲသော

ကုဒ် ၀၁၀၀၀၀

0 MAR 2018



ပေးသွင်းငွေကို လက်ခံရရှိပါသည်။

မြို့

နေ့စွဲ။

မန်နေဂျာ

ဘဏ်နှင့်မြို့

ငွေတိုက်ခွဲအရာရှိ

မြို့

Counter

[ ကျောဘက်သို့ကြည့်ပါ ]

ငှားရမ်းခြင်း ပြုလုပ်ရန်အမိန့်ချမှတ်ပါသည်။

(လေးဆယ့်ငါးသိန်းကျပ်တိတိ)

(၂) ငှားရမ်းခကို (၁)နှစ်လျှင် တစ်ကြိမ်ပေးရန် အောက်ပါနှုန်းထားအတိုင်း သဘောတူကြသည်။

တစ်နှစ်လျှင် ငှားရမ်းခ - ၁၀% တက်ရန် သဘောတူညီကြသည်။

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Handwritten signature

03/20/2018 Kamaryut

Rec No. : 42112 12:26:59 1

A/c No : MDQ10368 GEN

Ch. No အထူးစီမံခန့်ခွဲမှု

|                       |                 |         |      |
|-----------------------|-----------------|---------|------|
| Open Amt              | K:4857750796.12 | သင့်ငွေ |      |
| တံဆိပ်ခွန် CRCH       | K:297900.00     | ကျပ်    | ပြား |
| Close Bal             | K:4858048696.12 |         |      |
| စုစုပေါင်းပေးသွင်းငွေ |                 | ၂၉၇၉၀၀  |      |

၂၆၀၇၆၀  
လှိုင်.ဝင်း

၂၆၇၀၀၁

ပတခ(ကသခ) - ၇

၇၇ လစဉ်ငွေသွင်းချလန်

ပေးသွင်းခြင်းအတွက် (အောက်ဖော်ပြပါအတိုင်း)

အခွန်ပေးဆောင်မှုအတွက် အထူးပင်ကျေးဇူးတင်ရှိပါသည်။

ငွေစနစ် ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်ဖွဲ့စည်းပုံ အခြေခံဥပဒေ ပုဒ်မ ၈၉ အရ နိုင်ငံသားတိုင်းသည် ဥပဒေအရ ပေးဆောင်ရမည့် အခွန်အကောက်များကို ပေးဆောင်ရန် တာဝန်ရှိပါသည်။

ဒေါ်ချစ်ချစ်သန်း

မွေးဖွားရက်စွဲ/လ/ညီ/အမည် အခ(-----)/၅၇/၂၀၁၈-၂၀၁၉

မွေးဖွားရက်စွဲ/လ/ညီ/အမည် အခ(-----)/၅၇/၂၀၁၈-၂၀၁၉

မြို့အမှတ်(၅၇၅)ပြည်လမ်း(၂)ရပ်ကွက်

အခွန်သွယ်လုပ်ငန်းခွန်ဥပဒေပုဒ်မ ၁၂ အရ ၂၀၁၈-၂၀၁၉ ခုနှစ် မတ် လ၊ တွက်ပေးသွင်းငွေ(ဂဏန်းဖြင့်) ၂၇၀၀၀၀၀

ဘဏ်( ) နှစ်သန်းခုနစ်သိန်း ကျပ်

ပေးသွင်း ပြန်လည်ရရှိပါသည်။

ရက်စွဲ 20/Mar/2018

20 MAR 2018



ဘဏ်မန်နေဂျာ  
Counter  
အခွန်ဆောင်ထားနိုင်ငံသား  
လေးစားသမှုတို့ဂုဏ်ပြု

ဘဏ်တံဆိပ်

ငှားရမ်းခြင်း ပြုလုပ်ရန်သဘောတူကြပါသည်။ ပထမငှားရမ်းခ (၁) လလျှင် - ၄,၅၀၀,၀၀၀/- ကျပ် (လေးဆယ့်ငါးသိန်းကျပ်တိတိ)  
(၂) ငှားရမ်းခကို (၁)နှစ်လျှင် တစ်ကြိမ်ပေးရန် အောက်ပါနှုန်းထားအတိုင်း သဘောတူကြသည်။  
တစ်နှစ်လျှင် ငှားရမ်းခ - ၁၀% တက်ရန် သဘောတူညီကြသည်။

Handwritten signatures and initials.

03/20/2018 Kamaryut  
Rec No. : 42106 12:25:56 1  
A/c No : MD010368 GEN  
Ch. No : (99)  
Open Amt K:4853970796.12  
[SF]-CRCH K:2700000.00  
Close Bal K:4856670796.12

U60760  
၇၃၃:၀၈

)))

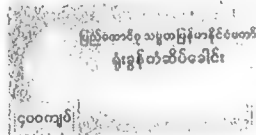
10/1/00

2012 - 0193091

မြေစာရင်းပုံစံ - ၁၀၅

မှန်ကန်ကြောင်း သက်သေခံ  
သက်သေမခံ

သော လက်ရှိမြေပုံတွင် ယခုနှစ်အသုံးပြုသော ဦးပိုင်မြေပုံ  
လက်ခံရေးကူးရန်ပုံစံ



၁၆၇-၁၇၀

|                                    |         |             |          |
|------------------------------------|---------|-------------|----------|
| ကိုင်းဒေသကြီး/ ပြည်နယ်<br>စစ်လိုင် | ၄၀၀ကျပ် | K 400       | ၆/၄/၁၉၇၃ |
| ခရိုင်                             | မုံရွာ  | စာအုပ်အမှတ် | ၁၀၁၂     |
| မြို့နယ်/ မြို့နယ်ခွဲ              | မုံရွာ  | ၁၀၁၂        | ၁၀၁၂     |
| ရပ်ကွက်/ ကျေးရွာအုပ်စု             | ၅၅၅     | ၁၀၁၂        | ၁၀၁၂     |
| ကွင်း/ အကွက်အမှတ်နှင့်အမည်         | ၆၆၈     | ၁၀၁၂        | ၁၀၁၂     |
| ဦးပိုင်အမှတ်/ မြေကွက်အမှတ်         | ၁၀၁၂    | ၁၀၁၂        | ၁၀၁၂     |

| ဦးစီး<br>အမှတ် | အခွန်စည်းကြမ်းခံချသူ/ ပိုင်ရှင်/<br>ဂရုန်ရှင်/ အငှားဂရုန်ရှင် အမည် | ပိုင်ဆိုင်ခွင့် | မြေမျိုးနှင့်<br>အတန်း | ဧရိယာ<br>(ဧက) | မှတ်ချက်                                                              |
|----------------|--------------------------------------------------------------------|-----------------|------------------------|---------------|-----------------------------------------------------------------------|
| ၁၀၁/၂          | ဦးဇော်ဟိန်း တွင်း                                                  | L               | -                      | ၀.၀၁၈၈        | စာမျက်နှာ ၁၄<br>၁၀၁၂-၁၂<br>၁၄-၁၀-၁၉၉၆<br>၁၇-၁၇-၁၀-၂၀၁၁<br>၀-၁-၁၁-၂၀၁၁ |

|                   |                                                   |                                   |
|-------------------|---------------------------------------------------|-----------------------------------|
| စရံကုမ္ပဏီလီမိတက် | အမှတ်(၁) လမ်းမကြီး၊ ရန်ကုန်မြို့နယ်၊ ရန်ကုန်မြို့ | ရက်စွဲ<br>၂၀၁၈ ခုနှစ်၊ မေလ ၁၅ ရက် |
|-------------------|---------------------------------------------------|-----------------------------------|

(အထက်ဖော်ပြပါအကြောင်းအရာအတွက်သာ အသုံးပြုခွင့်ရှိသည်။)

လျှောက်ထားသူအမည် - ဇော်ကြည်ကြည်

မလျှောက်လွှာတင်သည့်နေ့စွဲ - ၁၈၊ ၂၊ ၂၀၂၂

ကျောက်ဟားသို့ ထုတ်ပေးသည့်နေ့စွဲ - ၁၉, ၂/ ၂၀၁၇

ပုသိမ်အထက်တွင် ပြဆိုသောပြပုံမှာ မှန်ကန်သောချာစာ ရေးကူးထားသော (၂၀၂) - ၂၁ ခုနှစ် အတွက် နောက်ဆက်တွဲတိုင်းတာခြင်း ပြုပြန်ကြောင်း သက်သေခံလက်မှတ် ရေးထိုးပါသည်။

အမှုတွဲထိန်း/ဖြေတိုင်းစာရေးလက်မှတ် -

८५७ -

ရုံးဝင်ခံစား

တိုက်ဆိုင်စစ်ဆေးပြီး မှန်ကန်ပါသည်။

လက်မှတ်ထောက်နိုးစီးပျူလက်မှတ် -

430 -

စိစစ်အတည်ပြုပါသည်။

ဗြိတိသျှသမ္မတနိုင်ငံခြားရေးဝန်ကြီးချုပ်

68

မြေစာရင်းပုံစံ - ၀၀၆

## ဦးပိုင်တစ်ခု ၏ ရာဇဝင်

ခရိုင် ----- မြို့နယ် ----- မြေတိုင်းစာရေးတင်စု ----- ၂၀၁၂ မြေဝယ်

ကွင်း/အတွက်အမှတ် နှင့် အမည် -----

| ဦးပိုင် | ခုနှစ်  | အခွန်စည်းကြပ်ခံရသူ<br>ပိုင်ရှင်အမည်/ဝရန်ရှင်/<br>အငှားဝရန်ရှင် | ပိုင်ဆိုင်ခွင့် | မြေမျိုးနှင့်အတန်း | ဧရိယာ (ဧက) | အခွန်တော်သင့်ငွေ<br>(ခိုင်ကြေးအပါအဝင်)<br>(ကျပ်) | မည်ကဲ့သို့ပြောင်းလဲသည့်ညွှန်ပြချက်                                                                                                      | မှတ်ချက် |
|---------|---------|----------------------------------------------------------------|-----------------|--------------------|------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------|
| ၁       | ၂       | ၃                                                              | ၄               | ၅                  | ၆          | ၇                                                | ၈                                                                                                                                       | ၉        |
| ၁၀၁/၂   | ၂၀၁၁-၁၃ | ဦးကျော်မင်းစိုး                                                | ၆               | -                  | ၀.၀၈၈      | ၁၀၅၂                                             | ခရိုင်စာရင်း/အတွက်အမှတ်<br>၂၀၁၂/၂၀၁၁-၁၃ ၈၇-<br>၁၄-၁၀-၁၆၆၆၅ ၁၃-၁၀-၂၀၁၆<br>ထိခွပ် (၂၀၁၁) ကြေးငွေ<br>၁၀၅၂.၈၂၂ မြေဝယ်<br>မ.ကြေး<br>၁၀၅၂.၈၂၂ |          |

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်  
ရုံးခွန်ကံဆိပ်ခေါင်း

၄၀၀ကျပ်

K400

လျှောက်ထားသူအမည် - ဦးကျော်မင်းစိုး

လျှောက်လွှာတင်သည့်နေ့စွဲ - ၁၈ / ၂ / ၂၀၁၃

လျှောက်သူသို့ လက်ခံပေးသည့်နေ့စွဲ - ၂၀ / ၂ / ၂၀၁၃

ရေးကူးပေးသည့် အကြောင်းအရာ - စာမည် ပြောင်းလဲမှု

(ဖော်ပြပါအကြောင်းအရာအတွက်သာ အသုံးပြုခွင့်ပြုသည်)

အထက်ပါရေးကူးဖော်ပြသော အကြောင်းအရာတို့မှာ ၂၀၀ ခုနှစ်အတွက် နောက်ဆက်တွဲတိုင်းတာခြင်း

မြေပုံနှင့် မှတ်ပုံတင်စာရင်းများတွင် ပါရှိသည့်အတိုင်း အမှန်လက်ခံရေးကူးကြောင်း သက်သေခံပါသည်။

အမှုတွဲထိန်း / မြေတိုင်းစာရေးလက်မှတ်

## FORM OF LEASE OF TOWN LANDS WITH POWER OF RENEWAL UP TO NINETY YEARS

(Rule 51A of the Rules under the U.B. Land and Revenue Regulations, 1889)

(Rule 29 of the Rules under the L.B. Town and Village Lands Act, 1898)

THIS LEASE made the 5 day of Feb 1947 thousand and 47 BETWEEN THE GOVERNMENT OF THE UNION OF MYANMAR (hereinafter called "the Lessor" which expression shall be taken to mean and include the said Government of the Union of Myanmar and his successors in office and assigns except when the context requires another and different meaning) of the one part. AND U Nu of U Nu son of U Nu (hereinafter called 'the Lessee' which expression shall be taken to mean and include the said U Nu his heirs executors administrators representatives and assigns except when the context requires another and different meaning) of the other part: WITNESSETH that in consideration of the rent hereinafter reserved and of the covenants by the Lessee hereinafter contained the Lessor DOETH hereby lease unto the Lessee all that piece of land described in the schedule hereto together with all rights easements and appurtenances to the same belonging save and except all mines and mineral products buried treasure coal petroleum oil and quarries whatsoever in under or within the said land with liberty for the Lessor and his Lessees licensees agents and workmen and all other persons acting on his behalf to dig search for obtain and carry away the same on making reasonable compensation to the Lessee on account of any disturbance or damage that may be caused thereby to the surface of the said land and that such compensation shall in case of dispute be determined by the Assistant Director, Township Sector Gen - Adm - Dept - of Monywa as nearly as may be in accordance with the provisions of the Land Acquisition Acts of Regulations for the time being in force TO HOLD the said land unto the Lessee for the term of thirty years from the date of this lease with the option for the Lessee to renew this lease in perpetuity for successive terms of thirty years as herein after provided YIELDING and PAYING therefor the clear yearly rent of Kyat 2000 payable in advance on the third day of January of each year and the Lessee doth hereby to the intent that the burden of the covenants may run with the said land and may bind the owners thereof for the time being covenant with the Lessor.

1 To pay the said rent on the days and in the manner herein before appointed for payment there of and also to pay all taxes rates and assessments that now are or may hereafter during the said term be imposed upon the said land or any buildings that may be erected thereon or upon the Lessee in respect thereof.

၁၄၂၁ ခုနှစ် ဇူလိုင်လ ၁၀ ရက်နေ့



2. To commence to erect upon the said land within \_\_\_\_\_ months from the date hereof the buildings the measurements elevation and materials of which shall receive the previous approval \* in writing of the Assistant director and to complete such buildings within \_\_\_\_\_ months from the date hereof and during the currency of this lease to keep such buildings in good repair to the satisfaction of the said Assistant director

£ Alternative.

2. To erect upon the land within \_\_\_\_\_ months from the date hereof and thereafter at all times during the said term to maintain thereon a good and substantial \_\_\_\_\_ as described in his application according to the rules and bye-laws which now are in force or hereafter may be in force under any Act governing the administration of urban areas in respect to materials to be used in and method of construction of buildings

£ Strike out alternative not required.

3 Not to erect buildings on more than 1/10 of the area of the said land.

4. Not to alter the position mode of construction or material of the said building or of any other buildings that may hereafter be erected on the said land without the consent in writing of the said Assistant Director and not to erect any other building upon the said land without first obtaining such consent.

+ Alternative

4. Not to erect any other building on the said land without first obtaining the consent in writing of the said Assistant Director

+ Strike out a ternative not required.

5. Not to use the said land and buildings that may be erected thereon during the said term for a lodging house or for a cooly-barrack or for any other purpose than for a lodging house without the consent in writing of the said Assistant Director.

In the event of the Lessee obtaining subject to any further restrictions and conditions or subject to enhanced rent the consent of the Assistant Director to erect maintain keep or use buildings on the land for the purpose of a lodging-house or a cooly-barrack to comply with all such restrictions and conditions and to pay on the dateafore said such enhanced rent as if they were part of this indenture.

6 Without first obtaining such consent not to subdivide the said land or to part with the possession of transfer or sublease a part only of the said land.

7. To register all changes in possession of the whole of the said land whether by transfer otherwise than by registered document succession or otherwise in the register of the said Assistant Director within one calendar month from the respective dates of such changes and if the Lessee shall without sufficient cause neglect to register such changes the said Assistant Director may impose on him for each such of neglect a penalty not

\* In Municipal areas the building plan should also be submitted to the Municipal Committee ( Section 92, Myanmar Municipal Act, 1898.)

exceeding K 100 and a further monthly penalty not exceeding K 50 for each month that such breach shall continue and the said Assistant Director may enforce the payment of such penalties in the same manner as arrears of revenue on the land be may recovered.

8 That the said Deputy Director and all persons acting under his orders shall be at liberty at all reasonable times in day time during the said term to enter upon the said land or any buildings that may be erected thereon for any purpose connected with this Lease.

9. At the expiration of the said term hereby granted quietly to surrender and deliver up possession of the said land but not the buildings or fixture that may then be thereon to the Lessor provided that if the Lessor shall re-enter upon the said land and determine this lease under clause 10 hereof the lessee shall thereupon quietly deliver up possession of the said land and the building and fixtures that may then be thereon to the Lessor.

10. PROVIDED always that if the said rent or any part thereof shall be in arrear and unpaid for one calendar month after the same shall have become due whether the same shall have been demanded or not or if the Lessee shall Director may immediately and not with standing the waiver of any previous breach or right of re-entry cancel this lease and take possession of the land and the buildings and fixtures that may then be thereon.

And the Lessor doth hereby covenant and with the Lessee-

11 That the lessee may at the expiration of the said term hereby granted if this Lease shall not have been previously cancelled under clause 10 here of- and if the Lessee shall have paid the said rent and duly observed and performed the covenants by the lessee here in contained up to the expiration of the said term take away and dispose of all buildings and fixtures that may then be erected and fixed to the said land provided that lessee makes good and repairs any damage that may be caused to the said by such removal,

12. that if the lessee shall be desirous of taking a renewed lease of the said piece of land for the further term of thirty years from the expiration of the said term hereby granted and of such desire shall prior to the expiration of such last mentioned term give to the Lessor three calendar month's previous notice in writing and shall pay the rent hereby reserved and observe and perform the several covenants and conditions here in contained and on the part of the Lessee to be observed and performed up to the expiration of the said term hereby granted the Lessor will upon the request and at the expense of the Lessee and upon his signing and delivering to the Lessor a counterpart for a further term of thirty years at a rent to be fixed by the Lessor and under and subject to similar covenants and provisions or such of them as shall be then subsisting or capable of taking effect and will thereafter under the like conditions grant to the lessee renewed leases for successive terms of thirty years in perpetuity at rents to be fixed by the lessor at or before the commencement of each such term.

IN WITNESS WHEREOF

have hereunto set their hands.

## South

West

Signed by the said *[Signature]*

in the presence of James P. [Signature]

Witnesses.

၂၂၆၂ ဘေရာဒ် (စစ်စ်)

၁၈၈၆ ခု ဇူလိုင်လ ၁၀ ရက်နေ့

မိုးရွာနေရင်း မိုးရွာနေရင်း

Deputy Director

District

Signed by the said \_\_\_\_\_

in the presence of

Witnesses.

Signature of Lessee \_\_\_\_\_

(TRANSLATION OF LEASE)  
(TO BE ATTACHED TO ORIGINAL)

နှစ်ပေါင်း ( ၃၀ ) ထိ အသစ်လဲလှယ် ချုပ်ဆိုခွင့်ရသည့်မြို့၊ မြေအငှားစာချုပ်ပုံစံ

၁၈၈၉/ခုနှစ်၊ မြန်မာနိုင်ငံအောက်ပိုင်းဆိုင်ရာ ဖြေရှင်းပုံစံ အခွန်ရက်စလျှော့ချပေးအရ နည်းဥပဒေများအနက်  
၁၈၉၈/ခုနှစ် မြန်မာနိုင်ငံအောက်ပိုင်း မြို့ရွာရှိ မြေယာအက်ဥပဒေအရ နည်းဥပဒေများအနက်

နည်းဥပဒေ ၅၁ က။

နည်းဥပဒေ ၂၉

၂၀ ခု၊

လ

ရက်၊ ၁၃

ခု၊

လ

ရက်နေ့ အောက်၌ အငှားချသူ ခေါ်တွင်စေမည့် ပြည်ထောင်စု မြန်မာနိုင်ငံအစိုးရနှင့် အောက်၌ အငှားရသူ ခေါ်တွင်စေမည့် မောင် ခေါ် သား မောင် တို့ ချုပ်ဆိုကြသည့် စာချုပ် (အငှား ချသူ ဆိုသည့်စကားမှာ ၉၅/နောက် စကားစဉ်ကို ထောက်၍ ကွဲလွဲသည့် အနက်အဓိပ္ပါယ် သမ္မန်ရန် မလိုသည့်အခါ ဆိုခဲ့သည့် ပြည်ထောင်စု မြန်မာနိုင်ငံအစိုးရနှင့်တကွ ၎င်းရာထူးတွင် ဆက်ခံသူ လူအုပ်စုတို့ပါ ဆိုလိုသည့် မှတ်ယူရမည်။ အငှားရသူဆိုသည့် စာ - ရပ်မှာ ဆိုခဲ့သည့် မောင် နှင့် တကွ၊ ၎င်း၏ အမွေခံအမွေစား သေတမ်းခံ အရ စီရင်ပိုင်သူ အမွေရုပ် အမွေကိန်း ကိုယ်စားလှယ် လူအုပ်စုတို့ပါ ဆိုလိုသည် မှတ်ယူရမည်။) အောက်တွင် ပြဋ္ဌာန်းသတ်မှတ် ပါရှိသည့် အခွန်ငွေနှင့်တကွ အငှားရသူ ဝန်ခံချက်များကို ထောက်မြှော်၍ အောက်စာရင်းတွင် သတ်မှတ် ဖော်ပြရာပါ မြေနှင့် အရပ်ရပ်ဆိုင်ရာ ခွင့်များမှစ၍ ၎င်းမြေနှင့် စပ်ဆိုင်သည်များကို အငှားချသူက အငှားရသူသို့ ပေးအပ် ချထားသည်။ သို့သော်လည်း ဆိုခဲ့သည့် မြေအတွင်း မြေအောက်ရှိ အရပ်ရပ် မိတ်သတ္တုတွင်း ငါတ်ရည် မိတ်ခဲ မိတ်သတ္တုများ မြေထဲရှိ ဝတ္ထုအရပ်ရပ် ကျောက်မီးသွေး ငရန် ကျောက်တွင်း စသည်များကို အငှားချသူမှစ၍ ၎င်းထံ အငှားရသူ လိုင်စင်ရသူ ကိုယ်စားလှယ် လုပ်သားများနှင့် ၎င်းအတွက် ဆောင်ရွက်လုပ်ကိုင်သူ အရပ်ရပ်သို့ လွတ်လွတ် ကူးပေါ် ရှာဖွေဆောင်ရွက် ခွင့်နှင့်တကွ ဆိုခဲ့သည့် ဝတ္ထုများကို အငှားချသူအတွက် ခြင်းချန်ထားရမည်။ သည်ကဲ့သို့ ကူးပေါ် ရှာဖွေဆောင်ရွက်ရာတွင် အနောက်အဟုတ် ဖြစ်သည့်အတွက် ဖြစ်စေ မြေမျက်နှာပြင် ပျက်စီးယိုယွင်းစေ သည်အတွက် ဖြစ်စေ၊ လျော်ကြေးငွေကိုလည်း အငှားရသူတို့ ပေးလျှော်ရမည်။ လျော်ကြေးငွေမည်မျှ ပေးလျှော် သင့်သည် အငြင်းအခုံရှိလျှင် တည်ဆဲ မြေသိမ်း အက်ဥပဒေအရ ဂဟူလေရှန် ဥပဒေများပါ ပြဋ္ဌာန်းချက်များနှင့် ညီညွတ်နိုင်သမျှ ညီညွတ်အောင် မြို့နယ် စုလွှေ/ အုပ် ဦးစီးဌာန လက်ထောက်ညွှန်မှူး ခရိုင်ဝန်ထမ်း သတ်မှတ် ရမည်။ ဆိုခဲ့သည့်မြေကို ယခု စာချုပ် ချုပ်ဆိုသည့်နေ့က နှစ်ပေါင်း ( ) ထိ အငှားရသူ လက်ရှိပိုင်ဆိုင်ခွင့် ရစေမည်ပြင် ရှေ့သို့ တကြိမ်လျှင် နှစ်ပေါင်း ၃၀ - ကျ အစဉ်ထာဝရ ဆက်လက် လက်ရှိ ပိုင်ဆိုင်ခွင့်ရရန် ပြဋ္ဌာန်းလတ္တံ့။ သည်အတိုင်း စာချုပ်အသစ်လဲလှယ်ချုပ်ဆိုလျှင်လည်း ချုပ်ဆိုခွင့်ရသည်။ ၎င်းမြေအတွက် နှစ်စဉ်ထမ်းဆောင်သင့်အခွန်ငွေ ကို နှစ်စဉ် ဇန်နဝါရီလ ၃၀ ရက်နေ့တွင် တင်ရင်တမ်းဆောင် ဝန်ခံချက်များ ကိုလည်း မြေလက်ရှိဖြစ်သမျှ ကာလအတွင်း တည်စေ၍ ၎င်းမြေလက်ရှိ ပိုင်ဆိုင်သူတို့က တည်ဆဲ ဝန်ခံချက်များ အတိုင်း လိုက်နာ ဆောင်ရွက်ရန် အငှားရသူနှင့် အငှားချသူတို့ သဘောတူ ချုပ်ဆိုကြသည်။

၁။ ။ အခွန်ငွေကို ထမ်းဆောင်ရန် အထက်သတ်မှတ်သည့် စည်းကမ်းအတိုင်း သတ်မှတ်သည့် နေ့ရက်များတွင် ထမ်းဆောင်ရမည်ပြင် ၎င်းမြေတွင်ဖြစ်စေ မြေပေါ်တွင် ဆောက်လုပ်မည့် အဆောက်အဦ များတွင်ဖြစ်စေ၊ ၎င်းမြေနှင့် စပ်လျဉ်း၍ အငှားရသူအပေါ်တွင် ဖြစ်စေ၊ အငှားချ ထားသည့်ကာလ အပိုင်းအခြားအတွင်း၊ စည်းကြပ် ကောက်ခံဆဲ ကောက်ခံလတ္တံ့သော အခွန်အတွက် အကောက်အခံ အရပ်ရပ် ကိုလည်း ထမ်းဆောင်ရမည်။

အမိန့်စာကို တင်ရင်ရရှိမည့် အကျယ်အဝန်း၊ အမိန့်ချမှတ်ခြင်း၊ အမိန့်ချမှတ်ရန် ဝတ္တုကိရိယာများ၊ အညီ အဆောက်အဦများကို စတင် ဆောက်လုပ်၍ စာချုပ်ပါ အရက်မှ ( ) လအတွင်း ပြီးစီးစေရမည်ဖြစ်ပြီး၊ လအတွင်းစာချုပ် အတည်ဖြစ်သည့် ကာလအပိုင်းအခြားလက်မှတ်များ ပြီး အဆောက်အဦများကို လ/က ညွှန်ကြားရေးမှူး သဘောတူ ကောင်းမွန်စွာ ပြုပြင်ထားရမည်။

သို့မဟုတ်

၂။ ။ ယခုစာချုပ်ပါ နေ့ရက်မှ ( ) လအတွင်း ဖြေပေါ်လွှင် ကောင်းမွန် ခိုင်ခံ့သော တစ်ခုကို အဆောက်အဦများ ဆောက်လုပ်ရာတွင် အသုံးပြုသည့် ဝတ္တု ကိရိယာများ၊ ၎င်းပြင် ဆောက်လုပ်သည့် နည်းလမ်းနှင့် စစ်လျဉ်း၍ မြို့မရန်ကုန်တိုင်း ( ) ကိုကြိုက်ရာ အင်အားစနစ် အစုံတရားစုစု တည်ဆဲရှိသည့် သို့မဟုတ် ( ) ပါဝင် အသုံးပြုသည့် နည်းလမ်းများ၊ ၎င်းပြင် စည်းကမ်း ဥပဒေများနှင့်အညီ မိမိ လျှောက်လွှာ ပေါ်ပြုပါရှိသည့် ( ) ဆောက်လုပ်၍ နောင်ကိုလည်း ဆိုခဲ့သည့် ကာလအပိုင်းအခြား ကတွင်း အခါခပ်ပိမ်း ကောင်းမွန်စွာ ပြုပြင်ထားရမည်။

စည်းကမ်းချက် ၂ ရပ်အနက် မလိုသော စည်းကမ်းချက်ကို ဖြစ်ပျက်ရမည်။

၃။ ။ ၎င်းမြေဧရိယာ၏ ပုံထက် တိုးချဲ့၍ အဆောက်အဦများ ဆောက်လုပ်ရ။  
၄။ ။ ဆိုခဲ့သည့် အဆောက်အဦများမှ စ၍၊ ၎င်းမြေတွင် ရွှေ့အဖို့ ဆောက်လုပ်မည့် အဆောက်အဦများ အနေအထား ဆောက်လုပ်ပုံနည်းလမ်း ဆောက်လုပ်သည့် ဝတ္တုကိရိယာများကို ဆိုခဲ့သည့် လ/က ညွှန်ကြားရေးမှူး သဘောတူချက် အမိန့်စာ မရလျှင် ပြောင်းလဲပြင်ဆင် မရှိစေရ ဆိုခဲ့သည့် အတိုင်း အမိန့်စာ မရရှိဘဲ ၎င်းမြေတွင် အခြား အဆောက်အဦ တစ်ခုခု ဆောက်လုပ် ရမည်။

သို့မဟုတ်

၄။ ။ ဆိုခဲ့သည့် လ/က ညွှန်ကြားရေးမှူး၏ သဘောတူချက် အမိန့်စာကို ရွေးဦးစွာ မရမရှိဘဲ ဆိုခဲ့သည့် ဖြေပေါ်တွင် အခြားမည်သည့် အဆောက်အဦလိုမျှ ဆောက်လုပ်ခြင်း မပြုရ။

စည်းကမ်းချက် ၂ ရပ်အနက် မလိုသော စည်းကမ်းချက်ကို ဖြစ်ပျက်ရမည်။

၅။ ။ စာချုပ်ပါ ကာလအပိုင်း အခြားအတွင်း ၎င်းမြေနှင့် ပြုပြင် ဆောက်လုပ်မည့် အဆောက်အဦများကို ရန်ကုန်မြို့နှင့် ( ) ကိုယ်စီအသုံးပြုရန် လွှဲပြောင်းပေးရန် လျှောက်ထားသော အစုံတရားစုတွင် ဖြစ်စေ၊ အခြားကိစ္စ အတွက်ဖြစ်စေ ဆိုခဲ့သည့် လ/က ညွှန်ကြားရေးမှူး သဘောတူချက် အမိန့်စာမရဘဲ အသုံးပြုရန် လက်ခံသည့်သွင်းသည့် လန်သက်ချက်များနှင့် ပေးကမ်းအချက်အမျိုးမျိုးကို ဖြစ်စေ၊ တိုးတက်သည့် အစွန်ဆွဲမှုဖြစ်စေ အဆောက်အထား ပြု၍ အသုံးပြုမှုက အငှားဆိန် သို့မဟုတ် ကူလီအိမ်တန်းလျား တစ်ခုခုအတွက် မြေရာ အဆောက်အဦများကို ဆောက်လုပ်ယားရန်သော်၎င်း အသုံးပြုရန်သော်၎င်း၊ လ/က ညွှန်ကြားရေးမှူး သဘောတူချက် အမိန့်စာကို ရရှိချောင် ဆိုခဲ့သည့် အရပ်ရပ် လန်သက်ချက်များနှင့် စည်းကမ်း အချက်များကို ယခု စာချုပ်တွင် ပြဋ္ဌာန်းလျက်ပါရှိသကဲ့သို့ လိုက်နာပြုလုပ်ရမည်။

၆။ ။ ၎င်းအမိန့်စာကို တင်ရင်မရမရှိဘဲ စာချုပ်ပါမြေကို ခွဲခြားခြင်း မပြုမလုပ်ရမည်ဖြစ်၍ ၎င်းမြေတစ်ဝက်တစ်ခုကိုလည်း လွှဲပြောင်းခြင်း အဆင့်မြှင့်တင်ခြင်း လက်လွှတ်ခြင်းများ မပြုမလုပ်ရ။

၇။ ။ ဆိုခဲ့သည့် မြေအားလုံးကို ရေစွေပြီး မှတ်ပုံတင်ပြီး စာချုပ်စာတမ်းဖြင့် လွှဲပြောင်းခြင်းမှ ကပါး အခြားနည်း လွှဲပြောင်းခြင်းဖြင့်သော်၎င်း၊ အမွေဆက်ခံခြင်းဖြင့်သော်၎င်း၊ အခြားနည်းဖြင့် သော်၎င်း ဆက်ခံပိုင်ဆိုင်ခြင်းနှင့် စစ်လျဉ်းသည့် အရပ်ရပ် လွှဲပြောင်းချက်ကို သည်ကဲ့သို့၊ ပြောင်းလဲ ဆက်ခံသည်မှ ပြက္ခဒိန်လ ကာလအတွင်း ဆိုခဲ့သည့် လ/က ညွှန်ကြားရေးမှူး ကားရှိသည့် ပုဂံရံတရား မဏ္ဍပ်တွင် စာရင်းတင်မှတ်ရမည်။ ၎င်းလွှဲပြောင်းချက်များ ပတ်ပတ်စာရင်း တင်မှတ် နိုင်ငံတော်အဆောင်အြောင်းတစ်ခုခုအတွက် အငှားရသူက စာရင်းမတင်မှတ် ပျက်ကွက်လျှင် လ/က ညွှန်ကြားရေးမှူးက ၎င်းသူပေါ်တွင် သည်ကဲ့သို့ ပျက်ကွက်မှု တကြိမ်လျှင် ထပ်မံ ငွေပေး ပတ်လည် ပျက်ကွက်လည်း ပျက်ကွက်သမျှ ကာလအတွင်း တလလျှင် ၅% - ထက် မပိုသည့် ငွေပေးချက်ကို ထပ်မံ ဧရိယာပေါ်တွင် ၎င်းမက်ငွေကို ၎င်းမြေတွင် အခွန်မပြေ ကျန်ငွေကဲ့သို့ လ/က ညွှန်ကြားရေးမှူးက အရ တောင်းခံ နိုင်မည်။

၈။ ။ မြို့နယ်ဦးစီးရုံးရှိ ရန်ကုန်မြို့နယ် အဆောက်အဦ ပုံစံများကိုလည်း မြို့နယ်ဦးစီးရုံးမှတ်တမ်းတွင် တင်သွင်းရမည်။ ( ၁၈၉၈ ခုနှစ်၊ ဇန်နဝါရီလ ၁၀ ရက်နေ့မှစ၍ )

၈။ ယခုစာချုပ်နှင့် စပ်လျဉ်းသည့် ကိစ္စတစ်ခုတည်းကို လ/ထည့်နှံကြားရေးမှူးနှင့် ၎င်း  
အဖွဲ့အစည်းအရပ်ရပ်က ဆုံးဖြတ်သည့် ကာလအပိုင်းအခြားအတွင်း နေအခါသင့်လျော်  
သည့်အချိန်တွင် ၎င်းမြေသို့မဟုတ် အဆောက်အအုံများသို့ ချဉ်းဝင်ရောက်နိုင်ခွင့် ရှိစေရမည်။

၉။ ယခုစာချုပ်ပါမြေကို အငြိုးချထားသည့် ကာလအပိုင်းအခြား ဝေ ကုန်သည့်အခါ  
မြေတွင်တည်ရှိသည့်ဇာမ၊ ကာရအဆောက်အအုံများကို ချန်လှပ်၍၊ ထပ်တူရာ ခုခံပြောဆိုချက်  
အငြိုးချသည့် ပြန်လည်ရမည့် သို့သော်လည်း အပို ၁၀ အရ၊ အငြိုးချသူက ပြော  
တမ်းသိမ်းယူ အငြိုးစာချုပ်ကိုရုတ်သိမ်းလျှင် အငြိုးရသူက မြေနှင့်တကွ မြေတွင်တည်ရှိသည့်ဇာမ  
ထာဝရအဆောက်အအုံများကို အစုံတရားခံပြောဆိုခံရမည်။ အငြိုးချသူသို့ ပြန်လည်ရမည်။

၁၀။ ဆိုခဲ့သည့်အခွင့်အရေးအားလုံး သို့မဟုတ် အချို့အစိတ်မှာ၊ မပြေမကေ့ခဲ့စေ၍၊  
၎င်းငွေကိုတောင်းခံသည့်ဖြစ်စေ၊ မတောင်းမသည့်ဖြစ်စေ၊ ထမ်းဆောင်သင့်နေရက် ကုန်လွန်  
လည်နေ့နက်၊ ပြက္ခဒိန်လတလတိုင် မသိမ်းဆောင်ကြန်ကြာလျှင်သော်၎င်း၊ အငြိုးရသူကစာချုပ်  
ပါခံဝန်ချက်အတိုင်း မတည်ပျက်ကွက်လျှင်သော်၎င်း၊ အထက်ကပျက်ကွက်သည့်အရာလွတ်ငြိမ်း  
ချမ်းသာစေခွင့်မြေကို ပြန်၍သိမ်းယူခြင်းမှ လွတ်ငြိမ်းချမ်းသာစေခွင့် မည်သို့ပင်။ သော်လည်း  
ဆိုခဲ့သည့် လ/ထည့်နှံကြားရေးမှူးက၊ ယခုစာချုပ်ကို ချက်ခြင်းဖျက်သိမ်း၊ မြေနှင့်တကွ  
တည်ရှိသည့်ဇာမ၊ထာဝရအဆောက်အအုံများကို ပြန်၍ သိမ်းယူခွင့်ရသည်။

အငြိုးချသူကအငြိုးရသူအားခံဝန်ချုပ်ဆိုသည်မှာ-

၁၁။ ယခုစာချုပ်ကိုအပို ၁၀အရ တင်ရင်ပျက်သိမ်းပြီးမဟုတ်လျှင်သော်၎င်း၊ ယခု  
စာချုပ်ပါကာလ အပိုင်းအခြားဝေ ကုန်သည့်တိုင်၊ အငြိုးရသူက ထမ်းဆောင်သင့် အခွင့်များ  
ထမ်းဆောင်သည့်ပြင်၊ စာချုပ်ပါခံဝန်ချက်အတိုင်း ပျက်ကွက်ခြင်းရှိ လိုက်နာလျှင်သော်၎င်း၊  
၎င်းမြေတွင်ရှိဆောက်လုပ်ထားသည့် အိမ်စသော ဇာမ၊ ထာဝရအဆောက်အအုံများကို၊ အငြိုး  
ရသူကစာချုပ်ပါ ကာလအပိုင်းအခြား ဝေ ကုန်သည့်အခါ၊ ရောင်းချရွှေ့ပြောင်း ဆောင်ရွက်  
ရမည်။ သို့ရွှေ့ပြောင်းရောင်းချလျှင်၊ မြေပျက်နာပြင် ပျက်စီးယိုယွင်းခြင်း ရှိသည်များကို  
အငြိုးရသူက ကောင်းမွန်စေရန်ပြုလုပ်မည်။

၁၂။ အငြိုးရသူက ဆိုခဲ့သည့် ပြန် စာချုပ်ပါ ကာလအပိုင်းအခြား ဝေ ကုန်သည့်အခါ  
ရှေ့သို့နှစ်ပေါင်း ၃၀စာချုပ် အသစ်လုပ်ရန် ချုပ်ဆိုငြိုးရမ်းလိုကြောင်းနှင့် စာချုပ်  
အပိုင်းအခြားမကုန်မီ ပြက္ခဒိန်လ သုံးလတိုင်ရင်၍ အငြိုးရသူက ပျောက်လွှာတင်ပြီး သုံးစာ  
စာချုပ်ပါကာလအပိုင်းအခြားဝေ ကုန်သည့်တိုင် ထမ်းဆောင်သင့် အခွင့်များ မြေပြန်ပေး  
ထမ်းဆောင်သည့်ပြင် စာချုပ်ပါအရပ်ရပ်ခံဝန်ချက်များကိုလည်း ပျက်ကွက်ခြင်းမရှိ စာချုပ်  
အငြိုးရသူလျှောက်ထားချက်အရ အငြိုးစာချုပ်မူရင်းခွဲတစောင်ကို အငြိုးရသူကကုန်ကျရန်ခံ  
များကျခံရသေးသော်လည်းထူးထူးအငြိုးရသူသို့ပေးအပ် ကာလ စာချုပ်ပါမြေကိုအငြိုးရသူ  
သတ်ခတ်သည့်အခွင့်နှင့်အလားတူခံဝန်ချက်ပြဌာန်းချက်များ၊ သို့မဟုတ်၎င်းတို့အရပ်  
ဆဲတည်လတ္တံ့ ခံဝန်ချက် ပြဌာန်းချက်များနှင့်အညီ၊ နှစ်ပေါင်း ၃၀ ယာခံချထားရန် အငြိုး  
သစ်တစောင်ကို လက်မှတ်ရေးထိုး၍အငြိုးရသူသို့ပေးအပ်ရမည်။ ၎င်းနောက်လည်း ၁၀စာ  
စည်းကမ်းအချက်များအရ၊ နှစ်ပေါင်း ၃၀ ကျော်ကာလအပိုင်းအခြားအတွက်၊ တကာလနှင့်တ  
တကာလ အစဉ်ထာဝရဆက်လက်၍၊ ၎င်းကာလအပိုင်းအခြားအသီးသီး အစပပြုမိဖြစ်စေ၊ အစပြု  
သည့်အခါဖြစ်စေ၊ အငြိုးရသူက အခွင့်သတ်ခတ်၍ အငြိုးရသူသို့ အထက်ချထားပေးအပ်သည့်  
နည်းစာချုပ်အသစ်ချုပ်ဆိုပေးအပ်ချထားရမည်။

၁၃။ ယခုစာချုပ်ပါ ကာလအပိုင်းအခြားဝေ ကုန်သည့်နောက်၊ အပို ၁၂ အရ  
အငြိုးရသူသို့ စာချုပ်အသစ်ချုပ်ဆိုထပ်ပေးအပ်မရှိလျှင်၊ အငြိုးရသူက ပြက္ခဒိန်လတလတိုင် ရင်  
ဆင့်စာပေးအပ်၍၊ ၎င်းမြေတွင်ရှိအိမ်စသည့် ဇာမထာဝရအဆောက်အအုံများကို၊ အငြိုးရသူမှ  
ရာထူးတွင်ဆက်ခံသူလွှဲအပ်ခံသူတို့ကဝယ်ယူခွင့်ရသည်။ ၎င်းအဆောက်အအုံတန်ဖိုးနှင့် စပ်လျဉ်း  
၍ အငြိုးရသူအခွင့်ရလျှင်၊ ၎င်းတန်ဖိုးကို အငြိုးရသူကလျှင်လျှင်လျှင် လိုင်ရာ လ/ထည့်နှံကြားရေး  
ဆုံးဖြတ်ရမည်။ သည်ကဲ့သို့ဆုံးဖြတ်ချက်မှာလည်း၊ သုံးနှစ်တိုင် လျှောက်စေရမည်ဖြစ်သည်။  
သူက တည်ငြိမ်နာခံရမည်ဆို၍၊

ပြည်ထောင်စုမြန်မာနိုင်ငံအစိုးရ၏ ကိုယ်စားပြုဖြစ်ထမ်းရွက်သူ

နှင့်  
တို့သဘောတူစာချုပ်ချုပ်ဆိုလက်မှတ်ရေးထိုးကြသည်။  
အထက်ပါရည်ညွှန်းရာပါစာချုပ်၊  
မြို့၊ ရန်ကုန်အတွင်းတည်ရှိသည့် အတွက်အမှတ်  
အတွင်းအမှတ် ၁၀၇ အောက်တွင်နယ်နိမိတ်သတ်မှတ်ရာပါ  
ပူးတွဲပါနယ်ပွဲတွင် အနီးရောင်နှင့် ရေးသားပြသည့်မြေ၊  
မြောက်အလား--  
အရှေ့အလား--  
တောင်အလား--  
အနောက်အလား--



# နှစ်ဦးသဘောတူ အိမ်ခြံမြေကွက် နှင့် ခြံမြေကွက်ပေါ်ရှိ အသောက်အဦးငှားရမ်းခြင်းကတိစာချုပ်

ငှားရမ်းသူ ( မိုင်ရှင် )

အမည် - ဦးညီသူ  
မှတ်ပုံတင်အမှတ် - ၅/မရန(နိုင်)၂၇၉၁၄၉  
နေရပ် - ကျွန်းရွှေဝါလမ်း၊ နန္ဒဝန်ရပ်ကွက်၊ မုံရွာမြို့၊

ငှားရမ်းခြင်းကိုလက်ခံသူ ( အငှား )

အမည် - ဦးအောင်မြင့်  
မှတ်ပုံတင်အမှတ် - ၁၂/မရက(နိုင်)၁၁၁၈၁၃  
နေရပ် - အမှတ်(၈)ပန်းခြံတောင်၊ မေ့စေတီလမ်း၊  
မြေနှိကုန်းရပ်ကွက်၊ ရန်ကုန်မြို့၊

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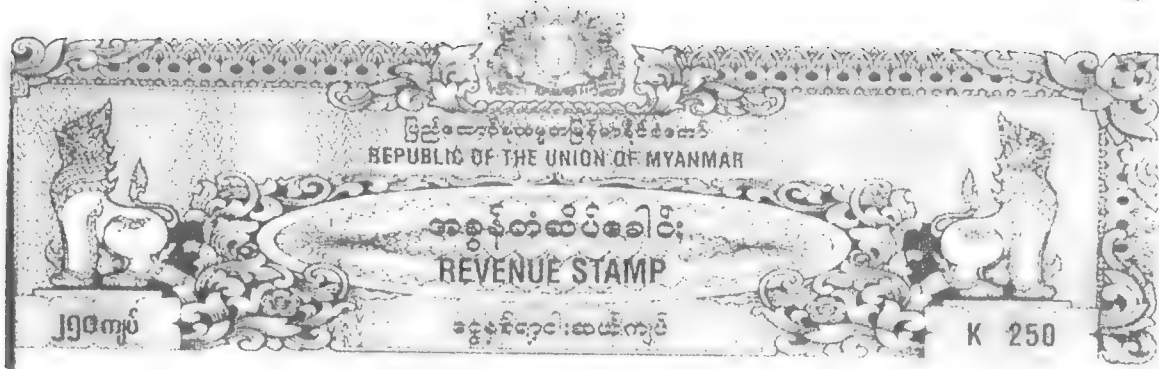
ဦးအောင်မြင့်

တရုတ်တန်းလမ်း၊ ဘုရားကြီးရပ်၊ မုံရွာမြို့၊

Ph:09-976463585, 09-796463585

အိမ်ရှင်-အိမ်ငှားသီးသန့်အကျိုးခံစားခွင့်

ရက်စွဲ၊ ၂၀၁၈-ခုနှစ်၊ ဇန်နဝါရီလ( ၂၉ )ရက်။



**“ နှစ်ဦးသဘောတူ အိမ်ခြံမြေကွက်နှင့် ခြံမြေကွက်ပေါ်ရှိ အဆောက်အဦး  
ငှားရမ်းခြင်းကတိစာချုပ် ”**

**ငှားရမ်းသူ( ပိုင်ရှင် )**

ဦးညီသူ

၅/မရန( နိုင် ) ၂၇၉၁၄၉

ကျွန်းရွှေဝါလမ်း၊ နန္ဒဝန်ရပ်ကွက်

မုံရွာမြို့။

**ငှားရမ်းခြင်းကိုလက်ခံသူ( အငှား )**

ဦးအောင်ချစ်ခင်

၁၂/မရက( နိုင် ) ၁၁၁၈၁၃

အမှတ်( ၈ ) ပန်းခြံတာဝါ၊ ဓမ္မဓေတီလမ်း

မြေနီကုန်းရပ်ကွက်၊ ရန်ကုန်မြို့။

STRATEGY FIRST INSTITUTE

ACK & Co. Services Company Ltd.

၂၀၁၈-ခုနှစ်၊ ဇန်နဝါရီလ( ၂၉ ) ရက်နေ့တွင် အထက်အမည်ပါ ငှားရမ်းသူ( ပိုင်ရှင် ) နှင့် ငှားရမ်းခြင်းကို လက်ခံသူ( အငှား ) ဟုဆိုရာ၌ ၎င်းတို့၏အမွေစားအမွေခံများ၊ တရားဝင်ကိုယ်စားလှယ်လွှဲစာရရှိသူအားလုံး ပါဝင်လည်ဟု မှတ်ယူရပါမည်။

ယခုငှားရမ်းခြင်းလက်ခံသူသည် STRATEGY FIRST INSTITUTE မှ ငှားရမ်းခြင်းဖြစ်ပြီး ယခု ငှားရမ်းခြင်းနှင့်ပတ်သက်၍ ကိစ္စအရပ်ရပ်အား STRATEGY FIRST INSTITUTE မှ တာဝန်ယူ ထောက်ပံ့ကုန်ရမည် ဖြစ်ကြောင်း၊ ငှားရမ်းခြင်းကို နှစ်ဦးနှစ်ဖက် ကျေကျေနပ်နပ်ဖြင့် အောက်ပါစည်းကမ်းချက်များအရ ငှားရမ်းကတိစာချုပ် ချုပ်ဆိုကြသည်မှာ-

၁။ ငှားရမ်းသူ( ပိုင်ရှင် ) မှ ၎င်းတစ်ဦးတည်းသာ ပိုင်ဆိုင်သည့် မုံရွာမြို့၊ နန္ဒဝန်ရပ်ကွက်၊ ၁ ကွက်ကွာလမ်း တွင်တည်ရှိသော ဝင်းမြေနှင့် ဝင်းမြေပေါ်ရှိ ( ၂၈' x ၅၆'-၆" ) အကျယ်အဝန်းရှိ အာရ်ပီ( ၂ ) ထပ်တိုက်အဆောက်အဦး ( ၁ ) လုံး၊ အိမ်သုံးမိတာ(၁)လုံး၊ ရေ မီးအပြည့်အစုံဖြင့် ငှားရမ်းခြင်းဖြစ်ပြီး အိမ်ငှားမှ နိုင်ငံခြားစီးပွားရေးစီမံခန့်ခွဲမှု သင်တန်းကျောင်း ဖွင့်လှစ်ရန်အတွက် ငှားရမ်းခြင်းဖြစ်ကြောင်း နှစ်ဦးနှစ်ဖက် သဘောတူညီကြပါသည်။

ယင်းမြေကွက်နှင့် မြေကွက်ပေါ်ရှိ ဆောက်လုပ်ထားသော အဆောက်အဦးနှင့် အကျိုးခံစားခွင့်အရပ်ရပ် အားလုံးကို ငှားရမ်းခြင်းဖြစ်ပါကြောင်း အသိသက်သေများရှေ့တွင် နှစ်ဦးနှစ်ဖက် သဘောတူညီစွာဖြင့် ငှားရမ်းခြင်း ဖြစ်ပါသည်။

၂။ ဖော်ပြပါသဘောတူညီချက်များကို နှစ်ဦးနှစ်ဖက် တိကျစွာ လိုက်နာကြရပါမည်။

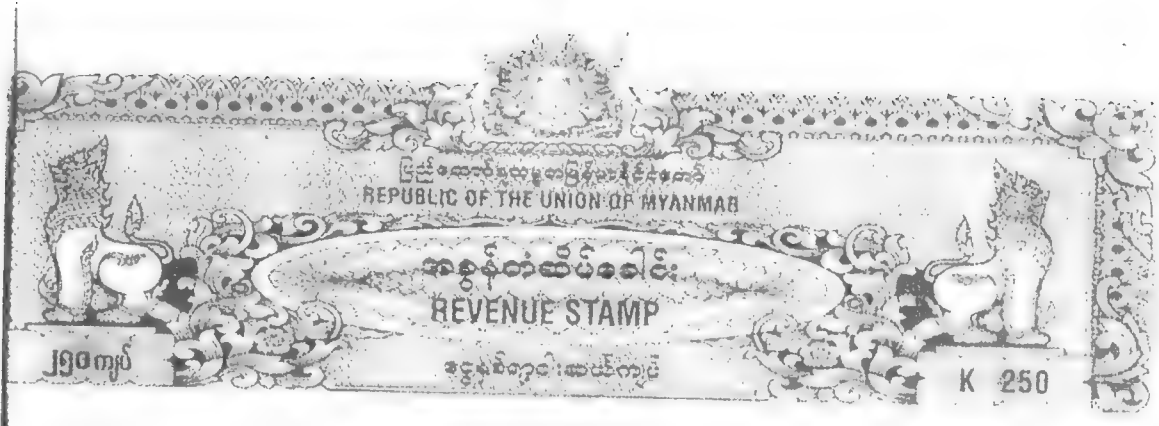
(က) ငှားရမ်းကာလမှာ ( ၁-၂-၂၀၁၈ ) ရက်နေ့မှ စတင်၍ ငှားရမ်းပါသည်။ ငှားရမ်းကာလမှာ ( ၃ ) နှစ်တိတိဖြစ်၍ ( ၁-၃-၂၀၂၀ ) ရက်နေ့တွင် ငှားရမ်းကာလ ကုန်ဆုံးပါမည်။

(ခ) ငှားရမ်းကာလမှာ ( ၃ ) နှစ်တိတိပြည့်လျှင် ငှားရမ်းခြင်းကို ပိုင်ရှင်နှင့် ငှားရမ်းသူတို့မှ ဆက်လက် ညှိနှိုင်းဆောင်ရွက်ရမည်ဖြစ်သည်။ ငှားရမ်းခမှာ ( ၁ ) လလျှင် ငွေကျပ်- ၁၅,၀၀,၀၀၀/- ( ကျပ်- တစ်ဆယ့်ငါးသိန်းတိတိ ) ဖြစ်ပါသည်။ ငှားရမ်းခ( ၁ ) နှစ်စာအတွက် ငွေကျပ်- ၁၈၀,၀၀,၀၀၀/- ( ကျပ်- သိန်းတစ်ရာရှစ်ဆယ်တိတိ ) အနက်မှ ကျန်ငွေ- ၁၇၀,၀၀,၀၀၀/- ( ကျပ် သိန်းတစ်ရာ ခုနစ်ဆယ်တိတိ ) ကို ယနေ့စာချုပ်သည့်နေ့တွင် ငှားရမ်းခြင်းလက်ခံသူမှ ယပ်မဲပေးရမည်။ ငှားရမ်းသူပိုင်ရှင်မှ ကောင်းမွန်စွာ လက်ခံရရှိပါသည်။

စာမျက်နှာ( ၂ ) သို့။

*(Handwritten signature)*

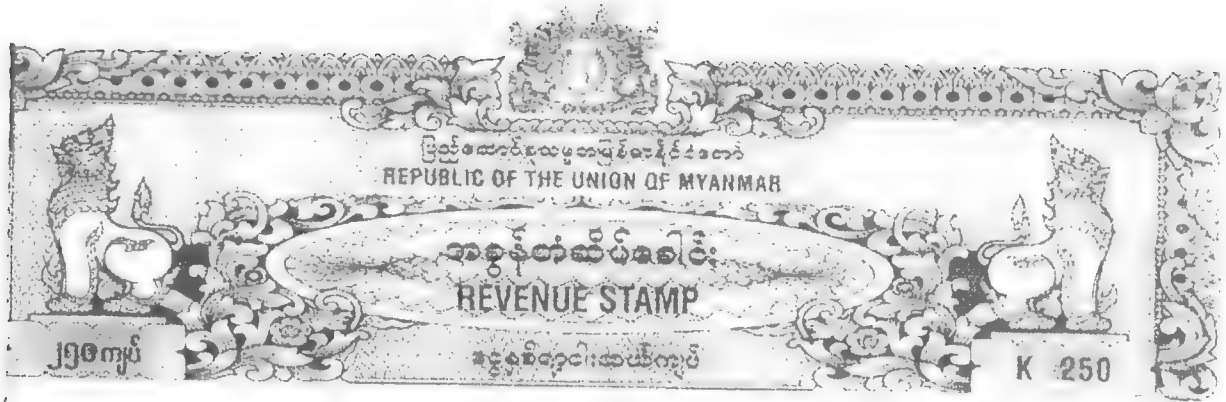




- ၂ -

- (ဂ) ငှားရမ်းခကျန်(၂)နှစ်စာအတွက် ငှားရမ်းခကို ၂၀၁၉-၂၀၂၀ ခုနှစ်အတွက် ငှားရမ်းခပွေ့ကျပ်- ၁၉၈,၀၀,၀၀၀/- ( ကျပ်-တစ်ရာကိုးဆယ်ရှစ်သိန်းတိတိ )ကို (၁-၂-၂၀၁၉)ရက်နေ့တွင် လည်းကောင်း၊ ၂၀၂၀-၂၀၂၁ ခုနှစ်အတွက် ငှားရမ်းခပွေ့ကျပ်- ၂၀၆,၀၀,၀၀၀/- ( ကျပ်-နှစ်ရာ တစ်ဆယ်ခြောက်သိန်းတိတိ )ကို ( ၁-၂-၂၀၂၀ )ရက်နေ့တွင်လည်းကောင်း ငှားရမ်းခြင်း လက်ခံသူ( အငှား )မှ ပေးချေရန် နှစ်ဦးနှစ်ဖက် သဘောတူညီကြပါသည်။
- (ဃ) နိုင်ငံခြားသားနေထိုင်ခွင့်နှင့် ပတ်သက်၍ ငှားရမ်းခြင်းလက်ခံသူ( အငှား )မှ တာဝန်ယူရမည်။ ပြဿနာအရှုပ်အရှင်း ပေါ်ပေါက်ခဲ့ပါက ငှားရမ်းသူ( ပိုင်ရှင် )နှင့် လုံးဝမသက်ဆိုင်စေရပါ။ အငှားနေထိုင်သူ၏တာဝန်သာဖြစ်ပါသည်။
- (င) ငှားရမ်းသည့်အဆောက်အဦးအား ပြင်ဆင်ခြင်း၊ မွမ်းမံခြင်းတို့ကို ပြုလုပ်လိုပါက ပိုင်ရှင်၏ ကိုယ်တိုင်ရေးသားပေးသော ခွင့်ပြုချက်ရယူပြီးမှသာ ပြုလုပ်ရမည်။ ငှားရမ်းသည့်ဝင်းရံခုံ နှင့် အဆောက်အဦးပေါ်တွင် အငှားနေထိုင်သူ STRATEGY FIRST INSTITUTE နှင့် သက်ဆိုင်သည့်သူများသာလျှင် သက်ဆိုင်ရာရပ်ကွက်သို့ ဧည့်မာရင်းတိုင်ကြားရမည်ဖြစ်ပြီး အကယ်၍ ဧည့်စာရင်းတိုင်ကြားခြင်းမရှိပါက ပိုင်ရှင်နှင့် မသက်ဆိုင်စေဘဲ ငှားရမ်းခြင်းလက်ခံသူမှ တာဝန်ယူဖြေရှင်းပေးရမည်ဖြစ်ပါသည်။
- (စ) ငှားရမ်းထားစဉ်ကာလအတွင်း ရန်သူမျိုးငါးပါးဘေးအန္တရာယ်မှအပ ကျန်ဆုံးရှုံးမှုများ ပေါ်ပေါက် ခဲ့သော် ငှားရမ်းခြင်းလက်ခံသူ၏ တာဝန်သာဖြစ်ပါသည်။
- (ဆ) ငှားရမ်းခြင်းကိုပြန်လည်အပ်နှံခွင့်တွင်မူလအခြေအနေအတိုင်းဖြစ်စေရန် ငှားရမ်းခြင်းလက်ခံသူမှ တာဝန်ယူရပါမည်။
- (ဇ) ငှားရမ်းထားစဉ် တရားဥပဒေနှင့်မညီညွတ်သော ပြဿနာတစ်စုံတစ်ရာပေါ် ပေါက်ခဲ့ပါက မူလ ပိုင်ရှင်နှင့်လုံးဝမသက်ဆိုင်စေရ။ ငှားရမ်းခြင်းလက်ခံသူ၏တာဝန်သာဖြစ်ပါသည်။
- (ဈ) ပိုင်ရှင်၏ သဘောဆန္ဒမပါဘဲ ငှားရမ်းထားသည့် အဆောက်အဦးကို ပြင်ဆင် မွမ်းမံ ပြောင်းလဲ တိုးချဲ့ခြင်း၊ အခြားသူတစ်ပါးထံ တစ်ဆင့်ရောင်းချခြင်း၊ ပေါင်နှံခြင်း၊ အငှားချထားခြင်း၊ လုံးဝမပြု လုပ်လမ်း ရေခွန် လျှပ်စစ်ခွန်၊ လုပ်ငန်းဆိုင်ရာကုန်/လိုင်စင်ခွန် ငှားရမ်းသူမှ တာဝန်ယူမည်ဖြစ်ပြီး ဆုံးရှုံးမှုနှင့် အဆောက်အဦးခွန်၊ နှစ်စဉ်ကြေး ငှားရမ်းခမှရရှိသည့် ဝင်ငွေခွန်အား ပိုင်ရှင်မှ တာဝန်ယူ ရမည်ဖြစ်ပါသည်။
- (ည) ငှားရမ်းကာလပြီးဆုံးလျှင် သူငှားရမ်းသူသည် ငှားရမ်းသည့်မြေကွက် နှင့် အဆောက်အဦးမှ အပြီးအပိုင် ထွက်ခွာပေးရမည်။ ငှားရမ်းနေထိုင်သူမှ မငှားလိုလျှင်လည်းကောင်း၊ ပိုင်ရှင်မှ မငှားလိုလျှင်လည်းကောင်း၊ တစ်ဦးကိုတစ်ဦး(၁)လက်ကိုင်အကြောင်းကြားရမည်ဖြစ်ပါသည်။
- ၃။ အဆိုပါသဘောတူစည်းကမ်းချက်များအရ ငှားရမ်းထားခြင်းကို နှစ်ဦးနှစ်ဖက် နားလည်သဘောတူ ကျေနပ်စွာဖြင့် မည်သူတစ်ဦးတစ်ယောက်၏ ခြိမ်းခြောက်ခြင်း၊ ပြားယောင်းသွေးဆောင်ခြင်း၊ ပလောက်သြဇာသုံးစွဲခြင်း အတင်းအကြပ်အနှိပ်အထက်ပြုခြင်း စသည်တို့ကင်းရှင်းပြီး လွတ်လပ်စွာချုပ်ဆိုကြခြင်းဖြစ်ပါသည်။ ငှားရမ်းထားစဉ် ကာလအတွင်း ပြဿနာ တစ်စုံတစ်ရာ ပေါ်ပေါက်ခဲ့ပါက နှစ်ဖက်ထားရှိခဲ့သော စည်းကမ်းချက်များအရလည်းကောင်း၊ ငှားရမ်းခြင်းဆိုင်ရာ တရားဥပဒေလုပ်ထုံး လုပ်နည်းများအရလည်းကောင်း၊ စီမံခန့်ခွဲမှုကို နှစ်ဦးသဘောတူ လိုက်နာကြည့်ရှုရန် ကျေနပ်စွာ သဘောတူပါသည်။

တမက်(၃)သို့။



- ၃ -

၄။ သို့ဖြစ်ပါ၍ မြေကွက် နှင့် အဆောက်အဦး ငှားရမ်းထားခြင်း နှစ်ဦးသဘောတူ ကတိခံဝန်စာချုပ်ကို ကျေကျေနပ်နပ် လက်မှတ်ရေးထိုး၍ မှန်ကန်စွာချုပ်ဆိုကြခြင်း ဖြစ်ပါသည်။

\*\*\* ယနေ့ ( ၂၉-၁-၂၀၁၈ ) ရက်နေ့တွင် ၂၀၁၈-၂၀၁၉ ခု နှစ်ငှားရမ်းခအတွက် ငွေကျပ်- ၁၈၀,၀၀,၀၀၀/- ( ကျပ်-သိန်းတစ်ရာရှစ်ဆယ်တိတိ ) အနက်မှ ကျန်ငွေကျပ်- ၁၇၀,၀၀,၀၀၀/- ( ကျပ်-သိန်းတစ်ရာခုနစ်ဆယ်တိတိ ) ကို ငှားရမ်းနေထိုင်သူမှ ထပ်မံပေးချေရာ ပိုင်ရှင်မှ လက်ခံရရှိကြောင်း ဝန်ခံပါသည်။

အသိသက်သေများ

၂၉.၁.၁၈

စာချုပ်, ချုပ်ဆိုကြသူများ

၁။ ဦးကျော်သူ (ခ) ကျော်ကျော်  
၅/မရန ( နိုင် ) ၀၀၂၀၈၇  
ကျွန်းရွှေဝါလမ်း၊ နန္ဒဝန်ရပ်၊ မုံရွာမြို့။

၂၉.၁.၁၈  
ဦးညီသူ  
၅/မရန ( နိုင် ) ၂၃၉၁၇၉  
( ငှားရမ်းသူ-ပိုင်ရှင် )

၂။ ဦးရန်နိုင် ၂၉.၁.၁၈  
၈/မဘန ( နိုင် ) ၀၁၁၀၄၂၂  
ACK & Co. Services Company Ltd.  
( မုံရွာရုံးခွဲ၊ ကျောက္ကာလမ်း )  
မြန်မာ့ကုန်းရပ်ကွက်၊ ရန်ကုန်မြို့။

ဦးအောင်မြင့်  
၅/မရန ( နိုင် ) ၀၂၁၃၃၃  
တရုတ်တန်းလမ်း၊ ဘုရားကြီးရပ်၊ မုံရွာမြို့။

ဦးအောင်ချစ်ခင်  
၁၂/မရန ( နိုင် ) ၀၁၁၈၁၃  
( ငှားရမ်းခြင်းလက်ခံသူ-အငှား )

\*\*\* ( ၁.၂.၂၀၁၉ ) ရက်နေ့တွင် ၂၀၁၉-၂၀၂၀ ခုနှစ်ငှားရမ်းခအတွက် ငွေကျပ်- ၁၉၈,၀၀,၀၀၀/- ( ကျပ်-တစ်ရာကိုးဆယ့်ရှစ်သိန်းတိတိ ) ကို ငှားရမ်းနေထိုင်သူမှ ပိုင်ရှင်သို့ ပေးချေရမည်ဖြစ်သည်။

\*\*\* ( ၁.၂.၂၀၂၀ ) ရက်နေ့တွင် ၂၀၂၀-၂၀၂၁ ခုနှစ်ငှားရမ်းခအတွက် ငွေကျပ်- ၂၀၆,၀၀,၀၀၀/- ( ကျပ်-နှစ်ရာတစ်ဆယ့်ခြောက်သိန်းတိတိ ) ကို ငှားရမ်းနေထိုင်သူမှ ပိုင်ရှင်သို့ ပေးချေရမည်ဖြစ်သည်။

၂၉.၁.၁၈  
ဦးအောင်ချစ်ခင် (ကခ)  
ဦးညီသူ  
Ra Ba Na (NW) 077087



ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်  
မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်  
အမှတ်(၁)၊ သစ္စာလမ်း၊ ရန်ကင်းမြို့နယ်၊ ရန်ကုန်မြို့

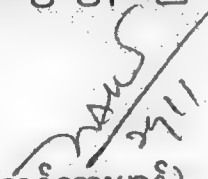
**အဆိုပြုချက်စိစစ်ရေးအဖွဲ့**

ဧ ၉၅-၁-၆၅၈၃၀ စာအမှတ်၊ မရက-၅(အ) / ခ-၀၂၆/၂၀၁၉( ၁၄၆ )  
ဇ ၉၅-၁-၆၅၈၄၂ ရက်စွဲ၊ ၂၀၁၉ ခုနှစ် ဇန်နဝါရီလ ၂၈ ရက်  
အကြောင်းအရာ။ မြန်မာနိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုဖြင့် ACK and CO Services Co., Ltd. မှ  
ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း ဆောင်ရွက်ခွင့်ပြုပါရန် အဆိုပြုတင်ပြလာခြင်း  
ကိစ္စ

ရည် ညွှန်းချက်။ ACK and CO Services Co., Ltd. ၏ ၁၅-၁-၂၀၁၉ ရက်စွဲပါစာ  
၁။ မြန်မာနိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုဖြင့် ACK and CO Services Co., Ltd. မှ ရန်ကုန်တိုင်း  
ဒေသကြီး၊ မန္တလေးတိုင်းဒေသကြီးနှင့် စစ်ကိုင်းတိုင်းဒေသကြီးတို့တွင် ပညာရေးဝန်ဆောင်မှု  
လုပ်ငန်းကို မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုဥပဒေနှင့်အညီ ဆောင်ရွက်ခွင့်ပြုပါရန် ရည်ညွှန်းပါစာဖြင့်  
အဆိုပြုတင်ပြလာခြင်းကို ၂၀၁၉ ခုနှစ် ဇန်နဝါရီလ ၂၁ ရက်နေ့တွင် ကျင်းပခဲ့သည့် မြန်မာနိုင်ငံရင်းနှီး  
မြှုပ်နှံကော်မရှင်၊ အဆိုပြုချက်စိစစ်ရေးအဖွဲ့၏ (၄/၂၀၁၉) ကြိမ်မြောက် အဆိုပြုချက်စိစစ်ရေးအဖွဲ့  
အစည်းအဝေးသို့ တင်ပြခဲ့ရာ အောက်ပါအတိုင်း ဆုံးဖြတ်ခဲ့ပါသည်။

- (က) မန္တလေးတိုင်းဒေသကြီးနှင့် စစ်ကိုင်းတိုင်းဒေသကြီးတို့တွင် ဆောင်ရွက်မည့် မြေနေရာ  
များ၏ မြေငှားစာချုပ်နှင့် မြေပိုင်ဆိုင်မှုအထောက်အထားများ တင်ပြရန်။
- (ခ) ရန်ကုန်တိုင်းဒေသကြီးတွင် ဆောင်ရွက်မည့် မြေနေရာများအတွက် မြေငှားဂရန်၊  
မြေပိုင်ဆိုင်မှုအထောက်အထားများ စုစည်း၍ စာရင်းချုပ်ဖြင့် ဖော်ပြရန်နှင့် အဆောက်  
အဦပိုင်ရှင်၏ ပိုင်ဆိုင်မှုအထောက်အထား (ဆက်သွယ်ချက်) များ ပူးတွဲတင်ပြရန်။

၂။ သို့ဖြစ်ပါ၍ အထက်အပိုဒ် (၁) ပါ အစည်းအဝေးဆုံးဖြတ်ချက်နှင့်အညီ ဆောင်ရွက်ပြီး ပြန်လည်  
တင်ပြပေးပါရန် အကြောင်းကြားပါသည်။

  
(တင်အေးဟန်)  
အဖွဲ့ခေါင်းဆောင်

မန်နေဂျင်းဒါရိုက်တာ၊ ACK and CO Services Co., Ltd.  
မိတ္ထူကို  
ခံလက်ခံ/မကကက



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|            |          |
|------------|----------|
| ဝင်စာအမှတ် | ၁၄-၂၄၅၅  |
| ချက်စွဲ    | ၈.၂.၂၀၁၇ |

သို့ -

အဆိုပြုချက်စိစစ်ရေးအဖွဲ့

မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်

ရက်စွဲ ။ ။ ၂၀၁၉ ရက်စွဲ၊ ဇေဇော်ဝါရီလ၊ ၈ ရက်။

အကြောင်းအရာ ။

။ မြန်မာနိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုဖြင့် ACK & Co Services Co., Ltd. မှ ပညာရေးဝန်ဆောင်မှုလုပ်ငန်း ဆောင်ရွက်ခွင့်ပြုပါရန် အဆိုပြုတင်ပြလာခြင်းကိစ္စ။

ရည်ညွှန်းချက် ။

။ မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှုကော်မရှင်၏ ၂၉-၀၁-၂၀၁၉ ရက်စွဲပါ စာအမှတ် - မရက - ၅ (အေ)/ ၁-၀၂၆/ ၂၀၁၉ (၁၄၆) အရ

မြန်မာနိုင်ငံသားရင်းနှီးမြှုပ်နှံမှုဖြင့် ACK & Co Services Co., Ltd. မှ ရန်ကုန်တိုင်းဒေသကြီး၊ မန္တလေးတိုင်းဒေသကြီးနှင့် စစ်ကိုင်းတိုင်းဒေသကြီးတို့တွင် ပညာရေးဝန်ဆောင်မှုလုပ်ငန်းကို မြန်မာနိုင်ငံရင်းနှီးမြှုပ်နှံမှု ဥပဒေနှင့်အညီ ဆောင်ရွက်ခွင့်ပြုပါရန် အဆိုပြုချက်တင်သွင်းခဲ့ရာ (၄/ ၂၀၁၉) ကြိမ်မြောက် အဆိုပြုချက်စိစစ်ရေးအဖွဲ့အစည်းအဝေးတွင် ဆုံးဖြတ်ချက်အရ မန္တလေးတိုင်းဒေသကြီးနှင့် စစ်ကိုင်းတိုင်းဒေသကြီးတို့တွင် ဆောင်ရွက်မည့် မြေနေရာများ၏ မြေငှားစာချုပ်နှင့် မြေပိုင်ဆိုင်မှု အထောက်အထားများကို တင်ပြအပ်ပါသည်။

ရန်ကုန်တိုင်းဒေသကြီးတွင် ဆောင်ရွက်မည့် မြေနေရာများအတွက် မြေငှားစာချုပ်နှင့် မြေပိုင်ဆိုင်မှု အထောက်အထားများနှင့် ဆက်သွယ်ချက်များသည် ပဏမတင်ပြထားသော အဆိုပြုလွှာတွင် တင်ပြထားပြီးဖြစ်ပါသည်။

သို့ဖြစ်ပါ၍ အစည်းအဝေးဆုံးဖြတ်ချက်ပါ စာရွက်စာတမ်းများအားလုံးကို တင်ပြပြီးစီးပါကြောင်း တင်ပြအပ်ပါသည်။



လေးစားစွာဖြင့်

အောင်ချစ်ခင်  
Managing Director



အဆောက်အဦးငှားရမ်းခြင်းဆိုင်ရာ နှစ်ဦးသဘောတူပဋိညာဉ်စာချုပ်

ရက်စွဲ၊ ၂၀၁၇ ခုနှစ်၊ ဧပြီလ ( ) ရက်

အဆောက်အဦးပိုင်ရှင်

*[Signature]*

ဒေါ်ကျောက်ချီဖုန်း

၁၃/တကန(နိုင်) ၀၆၈၃၈၈

အမှတ်(၃၂) ၂၂ လမ်း၊ ၈၁x၈၂ လမ်းကြား၊

အောင်မြေသာစံမြို့နယ်၊ မန္တလေးမြို့။

အဆောက်အဦးငှားရမ်းသူ

ဦးအောင်ချစ်ခင် (ဘ) ဦးချစ်ခင်

၁၂/မရက (နိုင်) ၁၁၁၈၁၃

အမှတ်(၈) မြေညီထပ်၊ ပန်းခြံတာဝါ၊ ဗားကရာလမ်း၊ စမ်းချောင်းမြို့နယ်၊

ရန်ကုန်မြို့။

မန္တလေးမြို့၊ ချမ်းမြသာစည်မြို့နယ်၊ မြို့သစ်(၁)ရပ်ကွက်၊ (၇၃) လမ်း၊ သဇင်လမ်း နှင့် ငုရွှေဝါလမ်းကြားရှိ မင်္ဂလာမန္တလေး စီမံကိန်းအတွင်းမှ Block - (4)၊ Unit - (8)၊ ( ၃၄ ပေ x ၅၀ ပေ )၊ အာရုံစို (၄) ထပ် ( ၆၈၀၀ စတုရန်းပေ ) ရှိ အဆောက်အဦး၊ ရေမီတာ၊ လျှပ်စစ်မီတာ(၂)လုံး (ဇွဲဇွဲအိမ်သုံးလျှပ်စစ်မီးမီတာ၊ မီးစက်မီးမီတာ) တို့ကိုအဆောက်အဦး ပိုင်ရှင် ဖြစ်သူ ဒေါ်ကျောက်ချီဖုန်းနှင့် ငှားရမ်းအသုံးပြုသူ ဦးအောင်ချစ်ခင်သည် အောက်ပါစည်းကမ်းချက်အရ နှစ်ဦး သဘောတူ အဆောက်အဦးငှားရမ်းခြင်း ပဋိညာဉ်စာချုပ်ကို ချုပ်ဆိုကြပါသည်။

စည်းကမ်းချက်များ

၁။ အထက်ပါ အဆောက်အဦးနှင့်တကွ ယင်းအဆောက်အဦးတွင် တပ်ဆင်ထားသော ရေမီတာ၊ လျှပ်စစ်မီတာ ( ၂ ) လုံးတို့ကို ( ၁-၆-၂၀၁၇ )ရက်နေ့မှ ( ၃၁-၅-၂၀၁၈ )ရက်နေ့ထိ ပထမနှစ်အတွက် (၁)လလျှင် ( ၄,၀၀၀,၀၀၀/- ) (ကျပ် လေးဆယ်သိန်းတိတိ)ဖြင့်လည်းကောင်း ( ၁-၆-၂၀၁၈ )ရက်နေ့မှ ( ၃၁-၅-၂၀၁၉ )ရက်နေ့ထိ ဒုတိယနှစ်အတွက် (၁)လလျှင် ( ၄,၄၀၀,၀၀၀/- ) (ကျပ် လေးဆယ်လေးသိန်း တိတိ)ဖြင့်လည်းကောင်း ( ၁-၆-၂၀၁၉ )ရက်နေ့မှ ( ၃၁-၅-၂၀၂၀ ) ရက်နေ့ထိ တတိယနှစ်အတွက် (၁)လလျှင် ( ၄,၈၀၀,၀၀၀/- ) ( ကျပ် လေးဆယ်ရှစ်သိန်း တိတိ )ဖြင့်လည်းကောင်း ပြက္ခဒိန်နှစ်တစ်နှစ်ပြီး တစ်နှစ်စီငှားရမ်းခြင်းဖြစ်ပြီး စုစုပေါင်းငှားရမ်း ကာလမှာ တဆက်တည်း(၃)နှစ် ဖြစ်ပါသည်။

*[Signature]*

ဒေါ်ကျောက်ချီဖုန်း

၁၃/တကန(နိုင်) ၀၆၈၃၈၈

ဦးအောင်ချစ်ခင်

၁၂/မရက (နိုင်) ၁၁၁၈၁၃





- ၂ -

၂။ ဤစာချုပ်ပါအဆောက်အဦးကိုငှားရမ်းသည့်ကာလဖြစ်သည့် (၁-၆-၂၀၁၇)ရက်နေ့မှ ( ၃၁-၅-၂၀၂၀ )ရက်နေ့ထိ တဆက်တည်း စာချုပ်သက်တမ်း (၃) နှစ်ကာလအတွက် ငှားရမ်းခ သင့်ငွေစုစုပေါင်းမှာ ငွေကျပ် ( ၁၆၂,၄၀၀,၀၀၀/- ) (ကျပ် တစ်ထောင်ခြောက်ရာ နှစ်ဆယ့်လေးသိန်း တိတိ ) ဖြစ်ပြီး ငွေပေးချေရမည့် စည်းကမ်းချက်များမှာ အောက်ပါအတိုင်း ဖြစ်ပါသည်။

( ) စာချုပ်ချုပ်ဆိုသည့်နေ့တွင်

ပထမသက်တမ်း (၁)နှစ်စာအတွက် ( ၄၈,၀၀၀,၀၀၀/- ) (ကျပ် သိန်းလေးရာရှစ်ဆယ် တိတိ )  
( ၁-၅-၂၀၁၈ ) ဒုတိယအကြိမ် (၁)နှစ်စာအတွက် ( ၅၂,၈၀၀,၀၀၀/- ) (ကျပ် ငါးရာနှစ်ဆယ့်ရှစ်သိန်းတိတိ )  
( ၁-၅-၂၀၁၉ ) တတိယအကြိမ် (၁)နှစ်စာအတွက် ( ၅၇,၆၀၀,၀၀၀/- ) (ကျပ်ငါးရာခုနစ်ဆယ့်ခြောက်သိန်း တိတိ)

၃။ ငှားရမ်းသူသည် အဆောက်အဦးငှားရမ်းခြင်းအတွက် ( ၂၀-၃-၂၀၁၇ )ရက်နေ့တွင် စပေါ်ငွေအဖြစ် အခန်းငှားရမ်းခ(၁)လ စာဖြစ်သော ငွေကျပ် ၄,၀၀၀,၀၀၀/- (ကျပ်လေးဆယ်သိန်း တိတိ )ကိုလက်ရောက် ပေးချေရာ အဆောက်အဦး ပိုင်ရှင် မှလည်း လက်ခံရရှိပါသည်။ အဆိုပါ စပေါ်ငွေအား အထက်တွင်ဖော်ပြထားသော အခန်းကိုချွင်းချက်မရှိ ပြန်လည်အပ်နှံမည့် (၃၁-၅-၂၀၂၉ )ရက်နေ့တွင်အဆောက်အဦးပိုင်ရှင်က ပြန်လည်ထုတ်ပေးမည်ဟု တာဝန်ယူကတိပြု ပါသည်။ အကယ်၍ အဆိုပါ အခန်းတွင်း မူလငှားရမ်းစဉ်ကထားရှိသောပစ္စည်းတစ်စုံတစ်ရာ ပျက်စီးဆုံးရှုံးမှုများ ရှိခဲ့ပါက ကျသင့်သော ကုန်ကျစရိတ်များကို စပေါ်ငွေမှဖြတ်တောက်ခြင်းကို ခံယူပါမည်ဟု ငှားရမ်းသူကလက်ခံသဘောတူ ပါသည်။

၄။ ငှားရမ်းသူသည် စာချုပ် အပိုဒ်(၂)တွင် ဖော်ပြသတ်မှတ်ထားသော ရက်စွဲပါအတိုင်း သတ်မှတ်ထားသော ငွေကို ပြီးပြတ်အောင် ပေးသွင်းရပါမည်။ ငွေပေးသွင်းရမည့်ရက်ကို ငှားရမ်းသူထံသို့(၁)လကြိုတင်၍ နို့တစ်စာပေးမည်ဖြစ်ပါသည်။ ယင်းနို့တစ်စာပါသတ်မှတ်ရက်ထက် (၁၅)ရက်ကျော်လွန်သော်လည်း ငွေပေးသွင်းခြင်းမရှိပါက ပေးသွင်းထားသော ငွေများကို ဆုံးရှုံးခံရမည်အပြင် ငှားရမ်းထားသော အဆောက်အဦး အတွင်းရှိ ၎င်းပိုင်ပစ္စည်းအားလုံးကို ရှင်းလင်းပြောင်းရွှေ့ပြီး ငှားရမ်းထားသောအဆောက်အဦးကို မူလအတိုင်း ပိုင်ရှင်ထံသို့ ပြန်လည်အပ်နှံကာ ထွက်ခွာပေးရမည်။ ထို့အတူ ငှားရမ်းသူ သုံးစွဲထားသော ရေဖို၊ လျှပ်စစ်မီတာဖိုးအပါအဝင် သက်ဆိုင်ရာ အခွန်အခ အားလုံးကို ပြေကျေအောင် ပေးချေပါမည် ဟူ၍လည်း ငှားရမ်းသူကတာဝန်ခံကတိပြုပါသည်။

အောက်ကောက်ခံခံခံခံခံ

ဦးအောင်ချစ်ခင်



- ၃ -

- ၅။ ဤစာချုပ်ပါအဆောက်အဦးနှင့်အခန်းများကို မူလသဘောတူခွင့်ပြုထားသည့်အတိုင်း Strategy First ဖွင့်လှစ်ဆောင်ရွက်ရန် အတွက်သာသုံးစွဲပါမည်ဟူ၍လည်း အဆောက်အဦးငှားရမ်းသူက ဝန်ခံကတိပြုပါသည်။
- ၆။ ငှားရမ်းသူမှဤစာချုပ်ပါအဆောက်အဦးကို တစ်ခြားသူသို့ တစ်ဆင့်ငှားရမ်းခြင်း၊ လွှဲပြောင်းခြင်းလုံးဝ(လုံးဝ) ပြုလုပ်ခွင့်မရှိပါ။ အဆောက်အဦးပိုင်ရှင်အနေဖြင့်လည်း ဤစာချုပ်သက်တမ်းကာလအတွင်း စာချုပ်ပါအဆောက်အဦး အခန်းတို့ကို အခြား တစ်ဦးတစ်ယောက်သို့ လွှဲပြောင်းရောင်းချခြင်း မပြုပါဟုတာဝန်ခံ ကတိပေးပါသည်။
- ၇။ ငှားရမ်းသူသည် ဤစာချုပ်ပါအဆောက်အဦး၏ မည်သည့်အစိတ်အပိုင်းကိုမဆို ပြုပြင်လိုပါက ပိုင်ရှင်၏ ခွင့်ပြုချက်ဖြင့်သာ ဆောင်ရွက်ရမည်။
- ၈။ ငှားရမ်းသူသည် မင်္ဂလာမန္တလေးစီမံကိန်း၏ Property Management ကို တာဝန်ယူ ဆောင်ရွက်လျက်ရှိသော Mandalay Management Coporation က သတ်မှတ်ထားသော အိမ်ရာ စည်းမျဉ်းစည်းကမ်းများကို လိုက်နာဆောင်ရွက် ပါမည်ဟု ဝန်ခံကတိပြုပါသည်။ ( အဆိုပါ အိမ်ရာစည်းမျဉ်းစည်းကမ်းများကို ဤပဋိညာဉ်စာချုပ်၏ နောက်ဆက်တွဲ အဖြစ် ပူးတွဲထားပါသည်။ )
- ၉။ ငှားရမ်းသူသည် Mandalay Management Coporation က သတ်မှတ်ထားသော အိမ်ရာ စည်းမျဉ်းစည်းကမ်းများကို ဖောက်ဖျက်ခဲ့လျှင်သော်လည်းကောင်း၊ စာချုပ်ပါရက်စွဲအတိုင်း ငွေပေးချေရန် ဖျက်ကွက်ခဲ့လျှင်သော်လည်းကောင်း၊ စာချုပ်ပါ စည်းကမ်းချက်များကို ဖောက်ဖျက်ခဲ့လျှင်သော်လည်းကောင်း၊ အဆောက်အဦးပိုင်ရှင်မှ ပထမအကြိမ်တွင် နှုတ်ဖြင့် အသိပေးခြင်း၊ ဒုတိယအကြိမ်တွင် စာဖြင့် အကြောင်းကြားခြင်း၊ တတိယအကြိမ်တွင် ရေ/မီး ယာယီ ဖြတ်တောက် ခြင်းများ ပြုလုပ်ပိုင်ခွင့်ကို ခံယူလိုက်နာပါမည်ဟူ၍လည်းသဘောတူလက်ခံပါသည်။
- ၁၀။ ငှားရမ်းသူသည် လစဉ်သုံးစွဲသော လျှပ်စစ်မီတာခ၊ ရေမီတာခွန်၊ အိမ်ခွန်၊ မြေခွန်၊ သန့်ရှင်းရေးခွန် စသည့်အခွန်အခတို့ကို သက်ဆိုင်ရာ အဖွဲ့အစည်းအသီးသီးတွင် မှန်မှန်ပေးဆောင်ရန် ဖြစ်ပြီး အဆောက်အဦး၏ စတုရန်းပေအတိုင်း သတ်မှတ်ထား သော ထိန်းသိမ်းစောင့်ရှောက်စရိတ် (Maintenance Fees) များကိုမူ အဆောက်အဦးပိုင်ရှင် မှ ပေးဆောင်မည် ဖြစ်ပါသည်။
- ၁၁။ ဤစာချုပ်ပါ တိုက်ခန်းတွင် နိုင်ငံခြားသားဧည့်သည် ညအိပ်တည်းခို နေထိုင်မည်ဆိုပါက သက်ဆိုင်ရာ မြို့နယ်လူဝင်မှု ကြီးကြပ်ရေးဦးစီးဌာနမှ နေထိုင်ခွင့် ထောက်ခံခွင့်ပြုချက်နှင့် သက်ဆိုင်ရာဌာန၏ ခွင့်ပြုချက်ဖြင့်သာ နေထိုင်ခွင့်ရရှိမည်ကို အဆောက်အဦးငှားရမ်းသူမှ ကောင်းမွန်စွာ နားလည်ပြီး သဘောတူလက်ခံပါသည်။ယင်းကဲ့သို့ဆောင်ရွက်ခြင်းမှာ ပိုင်ရှင်နှင့်လုံးဝသက်ဆိုင်ခြင်းမရှိဘဲငှားရမ်းသူနှင့်သာ (လုံးဝ) သက်ဆိုင်ပါကြောင်း တာဝန်ယူပါသည်။
- ၁၂။ ဤစာချုပ်ပါ အဆောက်အဦးငှားရမ်းမှုအတွက် ပေးဆောင်ရမည့် အခွန်အခများနှင့် စပ်လျဉ်း၍ အထက်တွင် သတ်မှတ်

  
ခေါ်ကျောက်ချိဖုန်း

ဦးအောင်ချစ်ခင်



- ၄ -

ထားသည့်အတိုင်း အဆောက်အဦးပိုင်ရှင်နှင့် ငှားရမ်းသူတို့မှ မိမိတို့နှင့် သက်ဆိုင်သော အခွန်အခ အသီးသီးကို မိမိတို့ တာသာ ပေးဆောင်ရပါမည်။

- ၁၃။ အဆောက်အဦးငှားရမ်းသူသည် ဤစာချုပ်ဖြင့်ငှားရမ်းထားသောအဆောက်အအုံ၊ အခန်းတို့တွင် ငှားရမ်းနေထိုင်စဉ်ကာလ အတွင်း ဥပဒေနှင့်ဆန့်ကျင်သော လုပ်ငန်း များ လုံးဝ(လုံးဝ)မပြုလုပ်ရ။
- ၁၄။ ဤစာချုပ်ဖြင့် ငှားရမ်းထားသော အဆောက်အဦး၊ အခန်းဖြစ်သည့် (Block- 4)၊ အခန်းအမှတ် ( ၈ )၊ (၃၄ပေ×၅၀ပေ)၊ အာရ်စီ ( ၄ )ထပ်အဆောက်အဦးသည် စားသောက်ဆိုင်ဖွင့်လှစ်ရန် မသင့်လျော်သည့်အတွက် စားသောက်ဆိုင် (လုံးဝ) ဖွင့်လှစ် ရောင်းချခွင့် မပြုပါ။
- ၁၅။ ဤစာချုပ်ပါအဆောက်အဦးတွင် ငှားရမ်းသူမှ ငှားရမ်းနေထိုင်စဉ်အတွင်း မလွန်ဆန်နိုင်သောဖြစ်ရပ် (ရန်သူမျိုးငါးပါး)မှအပ အဆောက်အဦးနှင့်တကွ အဆောက်အဦး၌ တပ်ဆင်ထားသော ပစ္စည်းများ ပျက်စီးဆုံးရှုံးမှု တစ်စုံတစ်ခုဖြစ်ပေါ်ခဲ့လျှင် အဆောက်အဦးငှားရမ်းသူက ကာလတန်ကြေးအတိုင်း ပေးလျော်ရမည် (သို့) မူလငှားရမ်းစဉ်က ပါရှိသည့် အခြေအနေ အတိုင်း ပြန်လည်ပြင်ဆင်မွမ်းမံပေးရမည်။
- ၁၆။ ဤစာချုပ်ပါအဆောက်အဦးတွင် ငှားရမ်းနေထိုင်စဉ်ကာလအတွင်း ဥပဒေနှင့်ဆန့်ကျင်၍ ဆောင်ရွက်သော ပြုလုပ်မှု တစ်ခုခုကို ငှားရမ်းသူက ပြုလုပ်ခြင်းကြောင့် ငှားရမ်းသည့် အဆောက်အဦးကို အစိုးရကချိတ်ပိတ်ခြင်း၊ သိမ်းဆည်းခြင်း တစ်စုံတစ်ရာ ပြုလုပ်ခဲ့ပါက ဖြစ်ပေါ်လာသည့် နစ်နာဆုံးရှုံးမှုအတွက် ကာလပေါက်ဈေးနှုန်းအတိုင်း ငှားရမ်းသူမှ ပိုင်ရှင်သို့ ပေးလျော်ရမည်။
- ၇။ ငှားရမ်းသူသည် စာချုပ်ပါအဆောက်အဦးမှ စာချုပ်သက်တမ်း (၃)နှစ်မပြည့်မီ မိမိသဘောအလျောက် ထွက်ခွာခဲ့ပါက ပေးသွင်းထားပြီးဖြစ်သောငွေများကိုဆုံးရှုံးခဲ့ရမည်အပြင် ယင်းနှစ်အတွက်သတ်မှတ်ထားသော ငှားရမ်းခ (၆)လစာကိုလည်း လျော်ကြေးအဖြစ်ပေးလျော်ရပါမည်။ ထို့ပြင်မိမိငှားရမ်းထားသော အဆောက်အဦး၊ အခန်းတို့ကို မူလငှားရမ်းစဉ်က အနေအထားအတိုင်း ပိုင်ရှင်ထံလက်ရောက်အပ်နှံပြီးမှ ထွက်ခွာပေးပါမည်ဟု ဝန်ခံတတ်ပြုပါသည်။
- ၈။ ဤစာချုပ်ပါအဆောက်အဦးကို စာချုပ်သက်တမ်း (၃)နှစ် ပြည့်ပြီးသည်နောက်တွင် ငှားရမ်းသူမှ ဆက်လက်၍ မငှားရမ်းတော့လျှင် လည်းကောင်း၊ ပိုင်ရှင်မှ ဆက်လက် မငှားရမ်းလိုတော့လျှင် လည်းကောင်း၊ တစ်ဦးကိုတစ်ဦး အနည်းဆုံး ( ၃ )လ ကြိုတင်၍ စာဖြင့် အကြောင်းကြားရပါမည်။ ပိုင်ရှင်က ဆက်လက်မငှားရမ်းဖြစ်ပါက ငှားရမ်းသည့်ကာလ စေ့ရောက်သည့် နေ့တွင် ငှားရမ်းသည့် အဆောက်အဦးကိုငှားရမ်းသူက ပိုင်ရှင်ထံသို့ မူလငှားရမ်းစဉ်ကရှိသော အနေအထားအတိုင်း စနစ်တကျ လက်ရောက်ပြန်လည်အပ်နှံ ရပါမည်။ ဆက်လက်ငှားရမ်းလိုပါက အဆောက် အဦး ပိုင်ရှင်နှင့် ငှားရမ်းသူတို့ ညှိနှိုင်း၍ အငှားစာချုပ်အသစ်တစ်ခု ထပ်မံချုပ်ဆိုဆောင်ရွက်ရန် နှစ်ဘက်သဘာတူညီ

ဒေါ်ကျောက်ချိဖုန်း

ဦးအောင်ချစ်ခင်





MINGALAR  
MANDALAY

## "ထောက်ခံချက်"

၂၀၁၉ ခုနှစ်၊ ဖေဖော်ဝါရီလ (၇) ရက်

မင်္ဂလာမန္တလေးအတွင်းရှိ (၄)ထပ်လူနေဆိုင်ခန်း (Block-4, Unit-8) အခန်းအား  
ဒေါ်ကျောက်ချိုဖုန်း (မှတ်ပုံတင်အမှတ်- ၁၃/တကန (နိုင်) ပမိစုစစ)မှ စိုက်ဆိုင်းသည်မှာ  
မှန်ကန်ကြောင်း ထောက်ခံပါသည်။

ထောက်ခံသူ

Thet Thet Aung  
General Manager  
New Starlight Construction Co., Ltd.



# မင်္ဂလာမန္တလေး ဝိပဏိန်း

## Cash Receipt Voucher

အမှတ်-၃၃ (A) ၊ ၂၉x၇၃ လမ်းထောင့် ၊ ချမ်းအေးသာစံမြို့နယ် ၊ မန္တလေးမြို့။ ၀၀၂-၇၄၅၁၉ ၊ ၂၄၅၆၂

ပေးသွင်းသူအမည် ..... ဦး ကောင်ချစ်ခင် ..... ရက်စွဲ ..... 27.4.2018

နေရပ် ..... CV No. ..... 6514

| စဉ် | အကြောင်းအရာ                                            | သင့်ငွေ      |
|-----|--------------------------------------------------------|--------------|
|     | Mingalar Mandalay M Shop House                         |              |
|     | Block - 4, Unit - 8 အခိုးငှားရမ်းခ (၁ နှစ်တာ) သွင်းငွေ | 5,2800,000   |
|     | (1.6.2018 to 31.5.2019)                                |              |
|     |                                                        |              |
|     |                                                        |              |
|     |                                                        |              |
|     |                                                        |              |
|     |                                                        |              |
|     |                                                        |              |
|     | စုစုပေါင်း                                             | 52,800,000/- |

စာဖြင့် (..... ကျပ်ငါးရာနှစ်ဆယ် နှစ် သိန်း ဘိန်း .....)

Approved by

.....

Cashier

.....

# နိုင်ငံသားစိစစ်ရေးကတ်ပြား

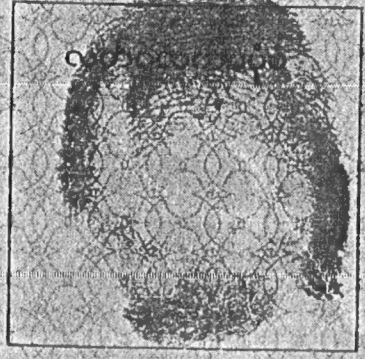


အမှတ် ..... ၁၁၁၈၁၃  
 ရက်စွဲ ..... ၁၇.၃.၁၉၉၉  
 အမည် ..... မောင်အောင်ချစ်ခင်  
 ဖခင်အမည် ..... ဦးချစ်ခင်  
 မွေးသက္ကရာဇ် ..... ၂၇.၇.၈၀  
 လူမျိုး/ဘာသာ ..... မြန်မာ/ဗုဒ္ဓ  
 အရပ် ..... ၅.၅ ..... သွေးအုပ်စု ..... အိုး  
 ထင်ရှားသည့်အမှတ်အသား ..... နွဲ့တီ၊ခါး၊ဆွတ်  
 ..... မြို့

ထုတ်ပေးသူလက်မှတ်

အမည်  
ရက်စွဲ

အမှတ်စဉ်  
သက်သေခံကတ်ပြားအမှတ်



အလုပ်အကိုင် ..... ကောင်းသား  
 နေရပ်လိပ်စာ ..... အခြေစိုက် (၃၆၁) ရွာကုသဝီ  
 ကား ..... ၅-၇၆၇၈၇၊ မရမ်းကုန်း  
 ထိုးမြိလက်မှတ် ..... ကောင်း

- ၁။ ဤကတ်ပြားကို အမြဲဆောင်ထားရမည်။
- ၂။ ပျောက်ဆုံး၊ ပျက်စီးသည့်အခါ သက်ဆိုင်ရာ ရဲစခန်း၊ မြို့နယ်လူဝင်မှုကြီးကြပ်ရေး နှင့် ပြည်သူ့အင်အားဦးစီးဌာနမှူးရုံးသို့ သတင်းပို့ရမည်။
- ၃။ ဤလက်မှတ်ကို အသက် ( ) နှစ် ပြည့်လျှင် လဲလှယ်ရမည်။ ပျက်ကွက်ပါက အရေးယူခြင်း ခံရမည်။



နိုင်ငံသား ဝိစစ်ရေး ကတ်ပြား

အမှတ်- ၁၄/

သွေးအုပ်စု- အီ (၀)

ထင်ရှားသည့်

အမတ် အသား- အသား  
လက်မတ်- ၁၄.၆၁.၇၂



အမှတ်- ၁၄/က

(အ) ၀၁၄၈.၁၀

ရက်စွဲ- ၁၄.၇.၇၂

အမည်- ဦး မျစ်မေ (ခ) လှိုင်ချစ်ကျ

မွေးသက္ကရာဇ်- ၈.၆.၅၀

လူမျိုး- ဇာတိ

ကိုယ်စားပြုသည့်အသား- မန္တလေး

ထုတ်ပေးသူ၏လက်မှတ်

အမည်- (ခ) လှိုင်ချစ်

ရာထူး- အမှုဆောင်



လက်ဝဲ လက်မံစုံ

အလုပ်အကိုင်

- စော့သံသွေး လုပ်ငန်း

နေရပ်လိပ်စာ

၂၂- လယ်လမ်းမ ၁၀၀-၆၀  
- မြောက်လမ်းမ ၁၀၀-၆၀

ထိုးမြဲလက်မှတ်

*[Signature]*

မှတ်ချက်။ (၁) ခရီးသွားသည့်အခါ တပါးတည်း ယူဆောင်သွားရမည်။

(၂) ပျောက်ဆုံး ပျက်စီးသည့်အခါ သက်ဆိုင်ရာ ရပ်ကွက် ဆိုမဟုတ် ကျေးရွာအုပ်စု ပြည်သူ့ ကောင်စီရုံး၊ ပြည်သူ့ ရဲစခန်း၊ မြို့နယ် လူဝင်မှု ကြီးကြပ်ရေးနှင့် ပြည်သူ့ အင်အား ဦးစီးဌာန မှ ရုံးရုံး ထံသို့ သတင်းပေးပို့ရမည်။

အမတ်အမှတ်

၁၄၈၈၀၁၈၈၀



ကုမ္ပဏီမှတ်ပုံတင်လက်မှတ်  
Certificate of Incorporation

အေစီကေနှင့်ကို ဝန်ဆောင်မှု ကုမ္ပဏီ လီမိတက်

**ACK AND CO SERVICES CO., LTD**  
Company Registration No. 111610622

မြန်မာနိုင်ငံကုမ္ပဏီများအက်ဥပဒေ ၁၉၁၄ ခုနှစ် အရ  
အေစီကေနှင့်ကို ဝန်ဆောင်မှု ကုမ္ပဏီ လီမိတက်

အား ၂၀၁၂ ခုနှစ် မတ်လ ၁၅ ရက်နေ့တွင်  
အစုရှယ်ယာအားဖြင့် တာဝန်ကန့်သတ်ထား သည့် အများနှင့်မသက်ဆိုင်သောကုမ္ပဏီ  
အဖြစ် ဖွဲ့စည်းမှတ်ပုံတင်ခွင့် ပြုလိုက်သည်။

This is to certify that  
**ACK AND CO SERVICES CO., LTD**  
was incorporated under the Myanmar Companies Act 1914 on 15 March  
2012 as a Private Company Limited by Shares.

ကုမ္ပဏီမှတ်ပုံတင်အရာရှိ

Registrar of Companies

ရင်းနှီးမြှုပ်နှံမှုနှင့်ကုမ္ပဏီများညွှန်ကြားမှုဦးစီးဌာန

Directorate of Investment and Company Administration



Former Registration No. 4334/2011-2012